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EXECUTIVE COMPENSATION

The Twelfth Edition

BY EDWIN S. MRUK AND JAMES A. GIARDINA

Sponsored by the Financial Executives Institute

ARTHUR YOUNG

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Foreword

This report presents the findings of the 1984 study of executive compensation conducted by Arthur Young under the sponsorship of the Financial Executives Institute. This is the twelfth edition of *Executive Compensation*.

This edition is based on data collected from over 1,300 companies, including salary and bonus information for more than 1,200 chief executive officers (CEOs), almost 7,500 top executives, and almost 4,800 senior financial managers. In all, 22 executive positions were studied in 25 specific industries. These positions and industries are described in Appendices I and II. The first part of the book reports on positions with corporate-wide responsibilities in parent companies, and the second part reports on the same positions in subsidiaries and divisions.

In comparing the study findings to compensation levels in their own companies, readers should keep in mind that there may be significant differences between positions bearing the same title—differences in responsibility, authority, seniority, and other compensable factors. It should also be noted that certain statistical biases may be present in the data, since random sampling techniques were not used; nevertheless, the data can be useful to indicate competitive compensation levels.

Arthur Young, the authors, and the Financial Executives Institute express their appreciation to all the companies that provided the data on which this report is based. In addition, the authors gratefully acknowledge the assistance of Thomas S. Tilghman who acted as technical adviser, of Richard V. Nenna and Susan K. Toohey in the overall management of the project, and of Yorgen H. Edholm and Steven J. Spokane in the preparation of the data for analysis.

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Introduction

Scope and Method of Study

The information for this study was accumulated by questionnaire. Participation was solicited from the corporate membership of the Financial Executives Institute and from other companies in a wide range of industries. In total, over 1,300 companies responded, providing compensation information for approximately 13,500 executives in 22 positions. Each response was reviewed for completeness and consistency to ensure accurate processing and appropriate use of information.

Participants were asked to provide base salary data for each executive for the calendar years 1982, 1983, and 1984, and bonus data for 1982 and 1983. Base salary data reported for 1982 and 1983 reflect levels in effect at December 31 of each year, respectively. *Salary data for 1984 reflect annualized salaries as of April 1984.* Bonus amounts submitted for the years 1982 and 1983 represent amounts earned in those years, regardless of whether those amounts were deferred wholly or in part.

This study examines executive compensation separately for "Parent Companies" and "Subsidiaries and Divisions." Analyses by region and by specific industries have been provided for parent companies only. Compensation within subsidiaries and divisions has been analyzed for the four major industry groups and is compared with the data for similar positions in parent companies.

Wherever the term *total compensation* is used in this book, it refers to the sum of an executive's annual base salary plus bonus. *Bonus* refers to an annual cash payment that is based on individual and/or corporate performance for the prior fiscal year. Bonuses reflect amounts actually earned in a given year, whether or not these amounts are deferred in whole or in part.

The term *bonus-eligible* refers to an executive's participation in a formal or informal bonus program through which annual cash awards may be earned. An executive was considered to be from a *bonus-paying company* if "bonus-eligible" was checked off on the survey questionnaire, even if no bonus was paid for 1982 and/or 1983. The determination of bonus/nonbonus status was made for each executive, individually.

The term *percentage bonus-eligible* refers to the percentage of executives eligible to receive a bonus for 1983 performance, regardless of whether a bonus was actually paid. The term *percentage of bonus-paying companies* refers to the percentage of companies stating that a particular executive was eligible to receive a bonus payment for 1983, regardless of whether a bonus was actually paid.

Percentage increase in compensation was calculated based on data reported for executives in either bonus or nonbonus companies as described above. However, since many of the executives who received bonuses for 1983 did not receive bonuses for 1982, the *percentage change in bonus payments* was calculated only for those executives receiving a bonus for both years, 1982 and 1983. This was done in order to avoid distorting the overall change.

Executive Positions

For the purpose of the study, executive positions were divided into three categories, as follows:

Chief Executive Officer

Top Executive Group

Chief Operating Officer
Top Financial Officer
Top Marketing Executive
Top Sales Executive
Top Manufacturing Executive
Top Human Resources Executive
Top Strategic Planning Executive
Top Legal Executive
Top International Executive
Controller
Treasurer

Senior Financial Management Group

Top Financial Relations Executive
Top General Accounting Executive
Top Tax Executive
Top Financial Planning Executive
Top Systems and Data Processing Executive
Top Budget Executive
Top Internal Audit Executive
Top Credit and Collection Executive
Corporate Risk Management Executive
Cash Management Executive

Descriptions of these positions can be found in Appendix I.

Industry Classifications

Data were submitted by companies in a wide range of industries. These industries were grouped according to four major types, which were then subdivided into 25 specific industries, as follows:

Manufacturing Companies—Durable Goods

Basic Materials
Electrical Machinery
Fabricated Metal Products
Instruments
Machinery
Primary Metals
Transportation Equipment

Manufacturing Companies—Nondurable Goods

Chemicals
Food Products and Tobacco
Paper Products
Petroleum
Publishing
Textiles and Apparel

Nonmanufacturing Companies

Business Services
Communications
Construction and Contracting
Mining and Energy Extraction
Retail Sales
Transportation
Utilities
Wholesale Trade

Financial Services Companies

Banking (Commercial)
Banking (Thrift Institutions)

Insurance (Life)
Insurance (Property and Casualty)

Descriptions of each industry, with its Standard Industrial Classification Code and an explanation of the coding system, can be found in Appendix II.

Regional Classifications

In addition to the analyses by industry, data were analyzed by geographic region. Each participating company was assigned to one of the following seven regions:

Northeast
Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont.

Midwest
Illinois, Indiana, Kentucky, Michigan, Ohio, Wisconsin.

Southeast
Alabama, District of Columbia, Florida, Georgia, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia.

Central States
Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota.

Southwest
Arkansas, Louisiana, Oklahoma, Texas.

Rocky Mountains
Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming.

West
Alaska, California, Hawaii, Oregon, Washington.

Major Findings

This year data were analyzed for a total of 13,500 executives representing over 1,300 companies. For purposes of comparison, the more than 1,100 parent companies and the over 200 subsidiaries and divisions were studied separately. Throughout the report data are presented on the basis of industry, organization size, and region. In addition, much of the analysis compares compensation in bonus-paying companies to compensation in nonbonus companies. In this year's report, 78% of the parent and subsidiary company executives were classified as bonus-eligible.

Increases in General

The average 1983 increase in total cash compensation for the executives included in this year's study was 12%, considerably higher than the 8% average increase reported a year ago for the 1982 calendar year. Improved economic conditions, as a result of the strong recovery, had an important impact on 1983 compensation levels, as many companies rewarded their top executives—especially with bonuses—for improved financial performance.

Salaries

Base salary increases for 1983 were somewhat restrained in comparison with those reported for 1982, especially in light of the improvement in the economy. Among nonbonus parent companies, average 1983 base salaries paid to executives rose 8%, down from the 10% average increase that was reported for 1982. Salaries in bonus-paying parent companies increased 9%, compared to 11% reported for 1982. In subsidiaries and divisions, 1983 base salaries increased an average of 8% in both bonus and nonbonus companies, again below the 11% increase reported for 1982.

Average 1984 increases in base salaries (where such increases were granted) were 11% and 10% in bonus- and nonbonus-paying parent companies, respectively. In subsidiaries and divisions, 1984 base salary increases averaged 10% in bonus companies and 9% in nonbonus companies.

Bonuses

Bonus payments to all executives receiving bonuses for 1983 performance increased by an average of 37% over those they had received for 1982. This is a dramatic jump from the 3% increase reported for 1982. However, 19% of the executives eligible for bonus payments were not paid bonuses for 1983. On balance, while base salary increases were relatively conservative, bonuses, which are more variable because of their relationship to company performance, were increased dramatically in response to the strong recovery and improved profit perfor-

mance of many industries. In addition, following the cutbacks and elimination of bonuses widely reported last year, even a very modest increase in bonuses would register as a substantial percentage increase. However, average bonus as a percentage of base salary did not change substantially for 1983 from levels reported for 1982. The ratio of bonus to base salary, for executives who received bonus payments, averaged 28% for 1982 and 30% for 1983.

While on an overall basis bonuses increased 37%, on an individual industry basis there was wide variability in results. It appears that industry performance had a strong effect not only on the percentage of increase but also on the percentage of bonus-eligible executives who were not paid bonuses. For example, by industry (for parent companies), bonus increases averaged from 3% (construction and contracting) to 73% (basic materials), and the percentage of bonus-eligible executives not paid a bonus for 1983 varied from 1% (publishing) to 43% (primary metals).

In earlier studies, executives working for bonus-paying companies averaged significantly higher compensation than executives working for nonbonus companies. This trend continued. Furthermore, the gap between bonus and nonbonus company compensation continued to widen in 1983, partly due to the high increases in bonuses reported among bonus-paying companies.

Compared to nonbonus-paying parent companies, bonus-paying parent companies reported 43% higher base salaries and 87% higher total compensation in 1983. In 1982, parent company base salaries were 39% higher in bonus companies, while total compensation was 78% higher. In subsidiaries and divisions, the difference in compensation between bonus and nonbonus companies was also large. There was a 44% difference in base salaries and an 82% difference in total compensation in 1983.

As reported earlier, average percentage increases in total compensation paid in bonus companies were greater than those in nonbonus companies. Total compensation paid by bonus-paying parent companies increased by 13%, while total compensation paid by nonbonus parent companies increased 8%. In subsidiaries, total compensation increased by the same percentages as in parent companies, for both bonus-paying and nonbonus companies.

. . . .

For more detailed summaries of the findings of the study, see the "Overview" sections for parent companies and for subsidiaries and divisions, respectively.

Part I

Parent Companies

Overview

The findings in this section are based on compensation data reported for approximately 11,500 executives who work for parent corporations. For these executives, total compensation increased considerably more in 1983 than in 1982—12% on average, compared to 8% reported last year—as a result of substantial increases in 1983 bonus payments.

Overall, average base salary increases for 1983 were slightly smaller compared to those reported for 1982. Base salaries rose 9% in bonus-paying parent companies and 8% in nonbonus-paying parent companies. This compares to increases of 11% and 10% that were reported for 1982 in bonus and nonbonus companies, respectively.

Bonuses, where paid, however, increased at a much higher rate for 1983 than they did for 1982. This year, 78% of parent company executives for whom data were reported were eligible for bonus payments. These findings underscore the continuing trend toward variable compensation in which bonus payments are playing an increasingly greater role in the total cash compensation package. Bonus increases for executives receiving bonus payments for 1983 averaged 35%, compared to the 4% average increase reported for 1982. However, 19% of the bonus-eligible executives did not receive bonuses for 1983. Because the 1983 average percentage increase in bonus payments was larger than that in base salaries, the ratio of bonus to base salary in bonus companies was somewhat higher in 1983 than in 1982—31% in 1983 versus 29% in 1982.

The past studies have shown that executives working for bonus-paying companies averaged substantially higher compensation than executives working for nonbonus companies. This trend continues. In 1983, base salaries paid by bonus-paying parent companies were 43% higher than those paid by nonbonus-paying parent companies. When bonus payments are considered, the difference in total compensation was 73% at the level of chief

executive officer, 72% in the top executive group, and 55% in the senior financial management group. This relationship generally holds true regardless of company size, although the gap in compensation widens as company size increases.

In addition to receiving higher levels of total compensation, bonus company executives received higher increases in total compensation in 1983. On an overall basis, total compensation increased an average of 13% in bonus companies compared to an average of 8% reported in nonbonus companies. This conforms to the pattern generally observed in previous studies: total compensation increases have been consistently greater in bonus-paying companies than in nonbonus-paying companies. The only exception to this pattern occurred in 1982, when the substantially lower rate of increase in bonuses reported that year resulted in smaller overall increases in total compensation for bonus companies, 7%, compared to the 10% increase reported by nonbonus companies.

Table 1 summarizes 1983 increases paid by parent companies to the CEO and top executive group, the senior financial management group, and all executives combined.

Table 1
ALL EXECUTIVES:
Average percentage increase in compensation
(1982-1983)

	CEO and Top Executives	Senior Financial Management	All Executives
ANALYSIS OF BONUS AND NONBONUS COMPANIES			
Bonus Companies (Total Compensation)	14%	11%	13%
Base Salary	9	8	9
Bonus	35	36	35
Nonbonus Companies	8	8	8
INDUSTRY GROUP ANALYSIS			
Manufacturing—Durable Goods	15	10	13
Manufacturing—Nondurable Goods	16	11	14
Nonmanufacturing	11	9	10
Financial Services	12	10	11
REGIONAL ANALYSIS			
Northeast	14	10	12
Midwest	15	10	13
Southeast	14	10	12
Central States	12	10	11
Southwest	5	7	6
Rocky Mountains	18	12	16
West	14	10	13

Compensation of Chief Executive Officers and Top Executives

The average 1983 increase in total compensation for CEOs and top executives of parent companies was 13% overall, but there was wide variation among the four industry groups. The nonmanufacturing industry group had the lowest average increase, 11%; the nondurable goods manufacturing industry group, the highest paid group, had the highest average increase, 16%.

Total compensation paid to CEOs and top executives of bonus-paying companies increased 14%, reflecting a 9% increase in base salaries and a 35% increase in bonuses, where paid, while compensation paid to CEOs and top executives of nonbonus companies increased 8%.

Eighty-two percent of the CEOs and top executives for whom data were reported were eligible to receive bonus payments. Bonus eligibility of CEOs and top executives in parent companies was most frequently reported in durable goods manufacturing companies—91% of these executives were eligible for bonuses, compared to 90% of executives in nondurable goods manufacturing companies, 75% of executives in nonmanufacturing companies, and 71% of executives in financial services companies. Although eligible for bonuses, many CEOs and top executives did not receive bonuses for 1983. In durable goods manufacturing companies, 23% of the CEOs and top executives eligible for bonus payments were not paid bonuses for 1983. The same was true for 20% of the CEOs and top executives in nonmanufacturing companies, for 19% of the CEOs and top executives in financial services companies, and for 11% of the CEOs and top executives in nondurable goods manufacturing companies.

As generally reported in previous studies, total compensation paid to the chief executive officer and top executive group tended to be highest in manufacturing companies (with nondurable goods manufacturing companies higher than durable goods manufacturing companies), and lowest in financial services companies.

A comparison of compensation paid to CEOs and top executives of bonus-paying companies to that of nonbonus-paying companies showed that base salaries paid by bonus companies were 28% higher than those paid by nonbonus companies, while total compensation in bonus companies was 71% higher than it was in nonbonus companies.

Increases in total compensation for CEOs and top executives varied not only by industry group, but by position within industry group. For example, in nondurable goods manufacturing, the group that received the highest overall average increase in total compensation, average increases by position varied from 11% (received by the top sales executive) to 23% (received by the chief operating officer). Within nonmanufacturing, the group that received the lowest overall average increase in total compensation, average increases by position varied from 9% (received by the controller and treasurer) to 13% (received by the top international executive).

The variation in average increases in total compensation by industry group tended, in many instances, to magnify differences in increases received by a single position across industries. For example, while chief operating officers in nondurable goods manufacturing companies averaged a 23% increase, the same position in nonmanufacturing companies received an average increase of 12%.

Because executive compensation is generally higher in larger companies, regions with the largest average company size usually report the highest average total compensation levels. Companies in the Northeast, the region with the largest concentration of survey companies with sales or assets greater than $1 billion, reported the highest average total compensation levels for the CEO and top executives, followed by the Midwest, the region with the next highest concentration of companies with sales or assets greater than $1 billion. The Rocky Mountain region, which had the lowest concentration of over-$1 billion companies, reported the lowest average total compensation levels. When companies of the same size are compared across regions, however, compensation differences are less pronounced. For example, comparing only companies of $1–2 billion in sales or assets, average total compensation is highest in the Northeast, followed by the Rocky Mountain region and the West. Average total compensation for these companies is lowest in the Southwest.

In 1983, the highest rates of increase in total compensation for the CEO and top executive group in parent companies were reported by the Rocky Mountain region (18%). The lowest average increases in 1983 total compensation were reported in the Southwest (5%).

Compensation of Senior Financial Management Executives

An analysis of the data reported for senior financial management executives in parent companies indicated that their total compensation increased by an average of 10% in 1983, compared to 8% in 1982. Nondurable goods manufacturing companies reported the highest average increase, 11%. Durable goods manufacturing and financial services reported an average increase of 10%, while nonmanufacturing companies reported the lowest average increase, 9%.

Total compensation paid to senior financial management executives in bonus-paying companies increased 11%, reflecting an 8% increase in base salaries and a 36% increase in bonuses, where paid. Compensation in nonbonus companies increased 8%.

Sixty-nine percent of the senior financial management executives were eligible for bonus payments. Bonus-eligibility for these executives was more prevalent in manufacturing companies than in nonmanufacturing and financial companies. Eighty percent of the senior financial management executives in durable goods manufacturing companies were bonus-eligible, as were 79% of the senior financial management executives in nondurable goods manufacturing companies, while 62% of the senior financial management executives in financial services companies and 57% of the senior financial management executives in nonmanufacturing companies were bonus-eligible. Within bonus companies, however, 1983 bonuses were not paid to 23% of the bonus-eligible senior financial management executives in durable goods manufacturing companies, nonmanufacturing companies, and financial services companies, or to 11% in nondurable goods manufacturing companies.

Average total compensation and the average increase in total compensation for senior financial executives, as for the CEO and top executives, were highest in the nondurable goods manufacturing group. Nonmanufacturing companies, which received the lowest average increase in total compensation, also reported the lowest average total compensation.

Comparing compensation paid to senior financial management executives of bonus-paying companies to compensation of their counterparts in nonbonus companies, the

data showed that base salaries paid by bonus companies were 31% higher and total compensation was 54% higher than in nonbonus companies.

As reported for the CEO and top executive group, average increases in total compensation for senior financial management executives varied by position within each industry group, but within a narrower range than reported for the CEO and top executive group. In the nonmanufacturing group, which received the lowest overall average increase in total compensation, average increases by position ranged from 8% (received by the top internal audit executive, top financial relations executive, and top corporate risk management executive) to 11% (received by the top financial planning executive). In the nondurable goods manufacturing group, which received the highest overall average increase, average increases by position ranged from 10% (received by the top financial planning executive, top budget executive, top internal audit executive, top credit and collection executive, corporate risk management executive, and cash management executive) to 12% (received by the top general accounting executive and top systems and data processing executive).

Increases in total compensation for a single position also varied across industry groups, and once again, were within a narrower range than for the CEO and top executive group. For example, increases for top financial relations executives in durable goods manufacturing companies and financial services companies averaged 13%, while increases for the same position in nonmanufacturing companies averaged 8%.

From a regional standpoint, senior financial executives in parent companies in the Northeast tended to receive the highest average total compensation, followed by those in the West. Senior financial executives in the Central States region were generally the lowest paid. As reported earlier, because executive compensation is generally higher in larger companies, regions with the largest average company size usually report the highest average total compensation levels. However, compensation differences are less pronounced when companies of the same size are compared across regions.

The largest average increase in total compensation for senior financial executives, 12%, was paid by companies in the Rocky Mountain region, while the smallest average increase, 7%, was paid by companies in the Southwest region.

Chief Executive Officer Compensation

Compensation data were analyzed for approximately 1,000 chief executives of parent corporations. Their total compensation rose 15% in 1983, more than twice the 7% increase reported for 1982, but equal to the 15% rate of increase reported for 1981. This year's increases reflect the strong economic recovery experienced in 1983 and the improved performance reported by many companies, in contrast to the results reported for 1982.

As reported in previous studies, both base salary and total compensation paid to the CEO were higher in bonus-paying companies than in nonbonus companies. Eighty-one percent of the CEOs participating in the study were eligible for bonus payments. On average, 1983 base salaries were 23% higher in bonus companies than in nonbonus companies; total compensation was 73% higher in bonus companies. In 1982, total compensation paid to chief executives in bonus companies was 72% higher than in nonbonus companies.

Total compensation paid to the CEOs of bonus companies increased 17% during 1983, substantially greater than the average increase of 9% reported by nonbonus companies. By contrast, in 1982, total CEO compensation in bonus companies increased only 6%, less than the average increase of 9% reported by nonbonus companies. Base salaries paid to CEOs in bonus companies increased by an average of 10% in 1983; the average increase in nonbonus companies was 9%. While the increase in base salaries in bonus-paying companies was slightly smaller in 1983 than the 13% increase reported in 1982, CEO bonuses, where paid, increased 35%, substantially higher than the 4% increase reported for 1982. However, 20% of the CEOs in bonus-paying companies did not receive bonuses for 1983 performance.

The ratio of bonus to base salary was slightly higher in 1983 than in 1982. Bonuses, where paid, averaged approximately 35–45% of base salary in small companies, and tended to increase with company size to an average of almost 60% in large companies. Overall, the bonus/base salary ratio for CEOs was 48% in 1983, compared to 46% in 1982.

Comparisons by Industry Group

As reported earlier, 81% of the CEOs participating in the study were bonus-eligible. This figure varied somewhat by industry group, with CEO bonus-eligibility more prevalent in manufacturing companies than in nonmanufacturing and financial services companies. Ninety-two percent of the CEOs of durable goods manufacturers were eligible for bonus payments, as were 88% of nondurable goods manufacturing company CEOs, 74% of nonmanufacturing company CEOs, and 71% of financial services company CEOs.

Among bonus-paying companies, nondurable goods manufacturers paid the highest average total compensation to their CEOs. Average total compensation for these CEOs was 34% higher than that of CEOs in bonus-paying nonmanufacturing companies, 37% higher than in bonus-paying durable goods manufacturing companies, and 56% higher than in bonus-paying financial services companies.

Nonbonus companies reported much less variation by industry group in average total compensation of chief executives. On average, CEOs in nonbonus nondurable goods manufacturing companies were paid the highest amount, but that was less than 10% above the average paid to CEOs of nonbonus durable goods manufacturing companies and nonbonus nonmanufacturing companies. CEOs in nonbonus financial services companies were paid the lowest amount. CEOs of nonbonus nondurable goods manufacturers were paid, on average, 24% more than CEOs in nonbonus financial services companies.

In addition to receiving the highest average total compensation in 1983, CEOs from bonus-paying nondurable goods manufacturing companies received the largest average increase in total compensation—22% above 1982 levels. Total compensation paid to CEOs increased 17% for bonus-paying durable goods manufacturing companies; 15% for bonus-paying financial services companies; and 13% for bonus-paying nonmanufacturing companies. All of these average increases in total compensation reported for CEOs in bonus-paying companies for 1983 were higher than those reported for 1982, and in some cases were substantially higher. To compare, for 1982 the reported average total compensation increases were 6% in the nondurable goods manufacturing industry group, 1% in the durable goods manufacturing industry group, 13% in the financial services group, and 10% in the nonmanufacturing group.

Among nonbonus companies, average 1983 increases in total CEO compensation were

10% in nondurable goods manufacturing and financial services companies, 9% in nonmanufacturing companies, and 5% in durable goods manufacturing companies. Increases reported for 1982 were 13% for nondurable goods manufacturers, 10% for financial services companies, 9% for nonmanufacturing companies, and 7% for durable goods manufacturers.

As a percentage of base salary, 1983 bonuses, where paid, were lowest in financial services companies (35%). Bonuses were a higher percentage of base salary in durable goods manufacturing companies (47%), nonmanufacturing companies (48%), and nondurable goods manufacturing companies (57%). Earlier studies also reported that financial services companies generally paid the lowest relative bonuses.

For 1983, there were large increases in bonus payments in all four industry groups. CEO bonuses, where paid, increased an average of 39% in both the durable and nondurable goods manufacturing industry groups, 33% in the nonmanufacturing group, and 26% in the financial services industry group. This contrasts sharply with increases in bonus payments reported for 1982. For comparison, 1982 bonuses to CEOs actually declined 1% in durable goods manufacturing companies, while increasing 3% in nondurable goods manufacturing companies, 6% in nonmanufacturing companies, and 10% in financial services companies. Although bonuses increased substantially this year, many CEOs eligible for bonuses were not paid bonuses for 1983, similar to the finding for 1982. Bonuses were not paid for 1983 performance to 27% of the CEOs in bonus-paying durable goods manufacturing companies, to 21% of the CEOs in bonus-paying nonmanufacturing companies, to 17% of the CEOs in financial services companies, and 10% of the CEOs in nondurable goods manufacturing companies.

Comparisons by Industry

Table 2 compares average total compensation for CEOs in the 25 specific industries studied. In the table, industries are ranked in descending order, according to 1983 total compensation. In addition, there is an index figure for each industry. The indices were calculated by dividing the average total CEO compensation in each industry by the average total compensation of all the chief executives in the study. Thus, indices above 1.00 show that CEO total compensation in a particular industry is above average, while indices below 1.00 show that CEO total compensation in an industry falls below average.

Table 2
CHIEF EXECUTIVE OFFICER:
Comparison of average total compensation

	RANK		INDEX (*All CEOs = 1.00*)	
	1983	**1982**	**1983**	**1982**
Petroleum	1	1	2.25	1.79
Communications	2	3	1.44	1.39
Chemicals	3	2	1.38	1.47
Transportation Equipment	4	4	1.37	1.33
Publishing	5	8	1.35	1.12
Food Products and Tobacco	6	5	1.33	1.29
Paper Products	7	9	1.23	1.07
Construction and Contracting	8	12	1.16	1.04
Transportation	9	13	1.14	.97
Primary Metals	10	10	1.06	1.07
Electrical Machinery	11	11	1.06	1.06
Insurance (Property and Casualty)	12	15	1.04	.95
Retail Sales	13	7	1.02	1.14
Mining and Energy Extraction	14	6	.98	1.20
Business Services	15	14	.96	.97
Textiles and Apparel	16	23	.95	.79
Insurance (Life)	17	20	.93	.81
Basic Materials	18	18	.93	.86
Machinery	19	16	.92	.92
Utilities	20	17	.89	.87
Instruments	21	22	.86	.80
Fabricated Metal Products	22	24	.78	.78
Banking (Commercial)	23	19	.78	.81
Wholesale Trade	24	21	.67	.81
Banking (Thrift Institutions)	25	25	.51	.57

Two factors have a major influence on the indices of chief executive compensation in an industry. First, companies with larger sales volumes or greater total assets tend to pay higher levels of compensation and bonuses to their executives. Therefore, certain industries such as petroleum, which by the nature of the business consist of very large companies, tend to pay larger amounts. Second, CEO total compensation tends to be higher in industries with a high concentration of bonus-paying companies. Thus, while 81% of all the companies in the study paid bonuses to CEOs, 90% of the companies in the eight highest paying industries paid bonuses to their chief executives.

The index method of comparison presented in Table 2, therefore, should not be construed as a measure of absolute differences among industries, and should not form the sole basis for evaluating the compensation levels in an industry. However, despite their limitations, the indices represent a consistent form of measurement within the study population and are useful for comparing average compensation levels for chief executives in the industries studied.

The petroleum industry reported the highest average total compensation for CEOs—125% above the average. Communications was ranked second, with CEO compensation levels 44% above average. In 1983, most industries were ranked similarly as they were in 1982. There were, however, some noteworthy declines: mining and energy extraction dropped from sixth to fourteenth and retail sales from seventh to thirteenth. While some declines in industry ranking are no doubt related to specific industry performance, much of the movement may be attributed to the strong economic resurgence of certain other industries.

The highest rate of increase in total compensation for chief executives was the 32% increase reported by the textiles and apparel industry. Several other industries also reported average increases in CEO total compensation of more than 20%: the paper products industry reported an average 27% increase, transportation equipment, 24%, and basic materials, electrical machinery, and chemicals reported increases of 21%. The lowest average increases in CEO total compensation were in machinery, which reported an average increase of 8%, and mining and energy extraction, which reported 9%.

Table 3
CHIEF EXECUTIVE OFFICER:
Average percentage increase (decrease) in total compensation by industry
(1982-1983)

	Bonus Companies	Nonbonus Companies	All Companies
MANUFACTURING GROUP			
Durable Goods			
Basic Materials	23%	4%	21%
Electrical Machinery	22	•	21
Fabricated Metal Products	17	•	16
Instruments	14	•	14
Machinery	8	8	8
Primary Metals	11	•	10
Transportation Equipment	25	•	24
Nondurable Goods			
Chemicals	22	•	21
Food Products and Tobacco	12	7	11
Paper Products	30	•	27
Petroleum	12	•	12
Publishing	17	•	17
Textiles and Apparel	35	18	32
NONMANUFACTURING GROUP			
Business Services	11	16	12
Communications	13	•	13
Construction and Contracting	13	•	13
Mining and Energy Extraction	12	(3)	9
Retail Sales	16	18	16
Transportation	13	•	11
Utilities	11	9	10
Wholesale Trade	13	3	11
FINANCIAL SERVICES GROUP			
Banking (Commercial)	13	10	12
Banking (Thrift Institutions)	23	12	19
Insurance (Life)	12	6	10
Insurance (Property and Casualty)	9	11	9

• *Insufficient data*

Table 3 displays rates of increase in CEO total compensation for bonus and nonbonus companies, and for all companies combined, for each of the 25 specific industries in the study.

There were substantial increases in bonus payments made to CEOs in several industries. The highest average increase was paid to CEOs in the basic materials industry, 62%. Increases of 50% or more were paid in several other industries: communications, 58%; transportation, 57%; fabricated metal products, 52%; and paper products, 50%. On the other hand, only one industry, construction and contracting, reported an average decline in bonuses, 1%, while primary metals reported no change in average bonus payments. This contrasts with the findings for 1982, when bonus increases were considerably smaller and several industries reported sharp declines in bonus payments.

Despite the large increases in bonuses to CEOs reported for 1983, a large percentage of bonus-eligible CEOs in certain industries were not paid their 1983 bonuses, similar to what was reported for 1982. Forty-six percent of the CEOs in bonus-paying primary metals companies were not paid bonuses for 1983, 42% of the CEOs in bonus-paying machinery companies likewise were not paid bonuses for 1983, as well as over 30% of the CEOs in bonus-paying companies in the thrift, mining and energy extraction, and fabricated metal products industries.

As shown in Table 4, bonus-eligible CEOs were reported most frequently in the instruments and petroleum industries, in which 100% of the CEOs in the survey were classified as bonus-eligible. As in the past, bonus-eligibility was least prevalent in utilities and thrifts; in only 43% of the utility companies and 58% of the thrift institutions were CEOs reported as eligible for bonuses.

The ratio of bonus, where paid, to base salary was highest in the construction and contracting industry (74%) and the textiles and apparel industry (70%). The lowest bonus/base salary ratio was the 25% reported by the life insurance industry.

Additional data for CEOs (and other executives) by industry group and specific industry are presented in Tables 60 through 401.

Table 4
CHIEF EXECUTIVE OFFICER:
Bonus as a percentage of base salary
(Bonus-paying companies only)

	Percentage Bonus-Eligible CEOs	Bonus Payments as a Percentage of Base Salary
MANUFACTURING GROUP		
Durable Goods		
Basic Materials	90%	51%
Electrical Machinery	93	50
Fabricated Metal Products	86	35
Instruments	100	38
Machinery	87	51
Primary Metals	93	47
Transportation Equipment	97	56
Nondurable Goods		
Chemicals	92	55
Food Products and Tobacco	80	63
Paper Products	90	40
Petroleum	100	42
Publishing	94	59
Textiles and Apparel	85	70
NONMANUFACTURING GROUP		
Business Services	88	55
Communications	82	44
Construction and Contracting	95	74
Mining and Energy Extraction	77	36
Retail Sales	83	49
Transportation	88	52
Utilities	43	38
Wholesale Trade	80	38
FINANCIAL SERVICES GROUP		
Banking (Commercial)	83	33
Banking (Thrift Institutions)	58	29
Insurance (Life)	61	25
Insurance (Property and Casualty)	75	33

Comparisons by Company Size

Average total compensation paid to CEOs and average percentage increases in total compensation were analyzed by size of company for each industry group (manufacturing—durable goods, manufacturing—nondurable goods, nonmanufacturing, and financial services).

These data are presented for both bonus and nonbonus companies in Tables 5 through 8. As expected, the tables show that larger

Table 5
CHIEF EXECUTIVE OFFICER—DURABLE GOODS MANUFACTURING GROUP:
Average total compensation and average percentage increase by sales volume

SALES VOLUME	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $10 Million	$108,730	*	$101,010	1%	*	3%
$10-25	134,960	$124,400	132,030	9	*	7
$25-50	156,930	*	157,800	7	*	7
$50-100	183,090	*	179,310	10	*	9
$100-200	274,500	*	268,560	25	*	23
$200-500	306,240	*	299,960	18	*	17
$500-1 Billion	445,270	*	442,550	25	*	25
$1-2	530,410	*	518,100	25	*	24
$2-5	613,090	*	582,750	24	*	21
Over $5 Billion	770,350	*	770,350	17	*	17

Table 6
CHIEF EXECUTIVE OFFICER—NONDURABLE GOODS MANUFACTURING GROUP:
Average total compensation and average percentage increase by sales volume

SALES VOLUME	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $25 Million	$147,110	*	$134,730	34%	*	23%
$25-50	172,350	*	219,160	35	*	31
$50-100	202,100	*	197,460	31	*	28
$100-200	274,700	*	260,780	35	*	33
$200-500	340,980	$183,340	314,700	20	7%	18
$500-1 Billion	437,030	*	410,290	17	*	15
$1-2	473,770	*	466,180	14	*	13
$2-5	655,500	*	636,040	19	*	19
$5-10	937,440	*	937,440	16	*	16
Over $10 Billion	925,610	*	925,610	15	*	15

* *Insufficient data*

companies in a given industry group tend to pay higher levels of compensation.

For the nonmanufacturing and financial services industry groups, base salaries for chief executives in bonus companies were compared to average CEO salaries in nonbonus companies. This comparison was not made for the manufacturing groups, in which virtually all CEOs were reported as bonus-eligible. The bonus/nonbonus comparison results are presented (in index form) in Tables

Table 7
CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Average total compensation and average percentage increase (decrease) by sales volume

SALES VOLUME	TOTAL COMPENSATION			PERCENTAGE INCREASE (DECREASE)		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $10 Million	$200,260	*	$171,140	11%	*	19%
$10-25	155,690	$162,120	157,480	11	12%	11
$25-50	199,500	145,470	183,810	14	(2)	9
$50-100	212,720	202,140	210,450	16	1	13
$100-200	218,530	214,140	217,510	10	7	9
$200-500	298,010	184,620	268,270	14	14	14
$500-1 Billion	378,910	201,020	327,520	13	9	12
$1-2	368,700	270,970	337,080	5	10	6
$2-5	588,810	298,510	514,160	10	4	8
Over $5 Billion	646,700	*	644,100	28	*	27

Table 8
CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Average total compensation and average percentage increase by assets

ASSETS	TOTAL COMPENSATION			PERCENTAGE INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies	Bonus Companies	Nonbonus Companies	All Companies
Under $50 Million	$124,230	$119,570	$121,720	26%	*	17%
$50-100	124,950	*	150,150	15	*	14
$100-200	181,240	106,670	161,790	10	12%	10
$200-500	159,660	150,940	156,110	21	8	16
$500-1 Billion	227,770	150,280	194,080	23	14	19
$1-2	233,010	192,090	216,890	20	11	16
$2-5	350,710	*	335,310	13	*	12
$5-10	388,990	*	389,300	9	*	9
Over $10 Billion	520,100	*	520,690	9	*	9

* *Insufficient data*

Table 9
CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Comparison of average compensation
(Bonus to nonbonus companies)

SALES VOLUME	INDEX (Nonbonus = 1.00)	
	Salary Only	Total Compensation
Under $10 Million	*	*
$10-25	.76	.96
$25-50	.96	1.37
$50-100	.79	1.05
$100-200	.81	1.02
$200-500	1.18	1.61
$500-1 Billion	1.39	1.88
$1-2	.99	1.36
$2-5	1.41	1.97
Over $5 Billion	*	*

Table 10
CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Comparison of average compensation
(Bonus to nonbonus companies)

ASSETS	INDEX (Nonbonus = 1.00)	
	Salary Only	Total Compensation
Under $50 Million	.72	1.04
$50-100	*	*
$100-200	1.37	1.70
$200-500	.86	1.06
$500-1 Billion	1.08	1.52
$1-2	.97	1.21
$2-5	*	*
$5-10	*	*
Over $10 Billion	*	*

* *Insufficient data*

9 and 10. In many instances, average base salary levels reported by bonus companies were higher than those reported by nonbonus companies. The largest difference between CEO base salaries in bonus and nonbonus companies occured in nonmanufacturing companies with $2 billion to $5 billion in sales. In this category, the average CEO base salary was 41% higher in bonus companies than in nonbonus companies.

Average total compensation of chief executives was higher in bonus companies in nearly every category. Once again, nonmanufacturing companies reported the largest difference betwen CEO total compensation in bonus companies versus nonbonus companies. Bonus companies paid almost double the amounts paid by nonbonus companies in nonmanufacturing companies with sales of $2–5 billion.

Tables 11 through 14 display the ratio of CEO bonus payments to base salaries. There was a much higher variation in this ratio in 1983 than generally seen in the past. Average bonus payments in durable goods manufacturers for 1983, for example, ranged from 20% of base salary in the under $20 million size category to 72% in the over $5 billion size category.

Table 11
CHIEF EXECUTIVE OFFICER—DURABLE GOODS MANUFACTURING GROUP:
Bonus as a percentage of base salary

SALES VOLUME	1983	1982
Under $10 Million	20%	33%
$10-25	58	70
$25-50	36	35
$50-100	33	37
$100-200	47	41
$200-500	47	41
$500-1 Billion	55	47
$1-2	55	49
$2-5	61	62
Over $5 Billion	72	75

Table 12
CHIEF EXECUTIVE OFFICER—NONDURABLE GOODS MANUFACTURING GROUP:
Bonus as a percentage of base salary

SALES VOLUME	1983	1982
Under $25 Million	41%	*
$25-50	*	*
$50-100	86	74%
$100-200	54	35
$200-500	48	44
$500-1 Billion	56	49
$1-2	47	48
$2-5	64	56
$5-10	104	113
Over $10 Billion	53	49

* *Insufficient data*

Table 13
CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Bonus as a percentage of base salary

SALES VOLUME	1983	1982
Under $10 Million	51%	54%
$10-25	37	33
$25-50	67	95
$50-100	49	38
$100-200	40	31
$200-500	42	43
$500-1 Billion	46	51
$1-2	53	51
$2-5	49	44
Over $5 Billion	57	61

Table 14
CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Bonus as a percentage of base salary

ASSETS	1983	1982
Under $50 Million	69%	30%
$50-100	25	21
$100-200	21	21
$200-500	26	27
$500-1 Billion	43	51
$1-2	37	36
$2-5	33	35
$5-10	48	55
Over $10 Billion	39	38

Comparisons by Region

Average increases in total compensation for CEOs ranged from 13–23% for all regions except the Southwest, where CEO increases averaged 2% (see Table 15).

A geographic analysis of chief executive compensation—without regard to company size—showed that the highest average total compensation was paid to CEOs in the Northeast, followed by those in the Midwest. The lowest average total compensation was paid to CEOs in the Rocky Mountain region.

To provide a more detailed comparison, Tables 16 through 19 present an analysis of regional differences in CEO compensation for each industry group, according to company size. Here an index of 1.00 represents the average total compensation for each size category in each industry group throughout the United States.

These data show that for all four industry groups no one region consistently provided the highest or the lowest compensation to its CEOs. However, some regions tended to pay more than the average of a particular industry group, while others tended to pay less than the average of a particular industry group. For example, CEOs in nonmanufacturing companies in the Northeast and Southwest tended to receive above average compensation, as did CEOs in financial services companies in the Northeast. However, the data show that company size has a greater influence on compensation than does company location.

Table 15
CHIEF EXECUTIVE OFFICER:
Average total compensation and average percentage increase by region

	Total Compensation	Percentage Increase
Northeast	$367,640	18%
Midwest	298,970	16
Southeast	298,770	15
Central States	273,210	13
Southwest	295,410	2
Rocky Mountains	227,820	23
West	286,720	16

Table 16
CHIEF EXECUTIVE OFFICER—DURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	.95	.98	•	•	•	•	•
$25-50	1.06	1.08	•	•	•	•	.84
$50-100	1.02	.79	.89	•	•	•	1.15
$100-200	1.25	.78	•	•	•	•	•
$200-500	1.09	1.01	.93	•	1.00	•	1.01
$500-1 Billion	.92	1.02	•	•	•	•	.73
$1-2	1.00	•	•	•	•	•	•
$2-5	.99	.97	•	•	•	•	•
Over $5 Billion	1.11	•	•	•	•	•	•

• *Insufficient data*

Table 17
CHIEF EXECUTIVE OFFICER—NONDURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $50 million	1.19	*	*	*	*	*	*
$50-100	1.01	.96	*	*	*	*	*
$100-200	1.02	.96	1.11	*	*	*	*
$200-500	1.20	.85	.78	*	*	*	*
$500-1 Billion	1.26	.83	1.02	*	*	*	*
$1-2	1.05	*	.90	*	*	*	*
Over $2 Billion	1.08	.97	*	*	.91	*	*

Table 18
CHIEF EXECUTIVE OFFICER—NONMANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	*	*	*	*	*	*	.72
$25-50	1.08	.97	*	*	1.19	*	.79
$50-100	1.24	.85	.80	*	*	*	1.07
$100-200	1.05	1.02	*	*	1.10	*	.90
$200-500	1.07	.93	1.34	.85	1.00	*	.88
$500-1 Billion	1.00	.86	1.09	*	1.10	*	.98
$1-2	1.20	.82	.91	*	*	*	1.11
$2-5	1.03	*	.90	*	1.02	*	*
Over $5 Billion	.94	*	*	*	*	*	*

Table 19
CHIEF EXECUTIVE OFFICER—FINANCIAL SERVICES GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

ASSETS	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $100 Million	3.61	*	*	*	*	*	*
$100-200	1.45	.83	*	*	*	*	*
$200-500	1.06	.95	*	*	*	*	*
$500-1 Billion	1.15	.95	*	*	*	*	*
$1-2	.95	1.18	.97	*	*	*	*
$2-5	1.15	*	*	*	*	*	*
$5-10	1.35	.91	*	*	*	*	*
Over $10 Billion	1.08	*	*	*	*	*	*

* *Insufficient data*

Top Executive Compensation

This section of the report presents analyses of data for approximately 6,200 top executives in parent companies in the following 11 positions:

Chief Operating Officer
Top Financial Officer
Top Marketing Executive
Top Sales Executive
Top Manufacturing Executive
Top Human Resources Executive
Top Strategic Planning Executive
Top Legal Executive
Top International Executive
Controller
Treasurer

The first part of the section addresses data reported for the group of top executives as a whole. This is followed by a brief discussion of the findings for each individual top executive position.

The average increase in total compensation paid to top executives was 13%. Eighty-two percent of the executives for whom data were reported were eligible for bonus payments. Overall, the average total compensation of top executives who were bonus-eligible was 72% higher than the average total compensation of top executives who were not eligible for bonus payments.

Total compensation to top executives in bonus-paying companies increased 14% in 1983, compared to a 7% increase reported for 1982. Base salaries within these companies increased by an average of 9%, less than the 12% increase reported for 1982, and 1983 bonuses, where paid, increased by an average of 35% compared to an average increase of 6% reported for 1982. However, 19% of the bonus-eligible top executives were not paid bonuses for 1983. Nonbonus-paying companies reported total compensation increases averaging 8%, less than the average 11% increase reported for 1982.

An analysis of the data by industry group showed average total compensation of top executives in nondurable goods manufacturing companies ($154,100) to be higher than that of any of the other industry groups. In

terms of total compensation, this year, as in the past, top executives of financial services companies ($97,900) were at the low end. Average total compensation to top executives in durable goods manufacturing companies was $123,070. In nonmanufacturing companies, it was $117,550.

Comparisons by Industry

The average increase in total compensation for top executives during 1983 was 13%. When the individual industries were compared, it was found that the highest average increase in total compensation was in the textiles and apparel industry (21%), followed by basic materials (20%), transportation equipment (18%), and electrical machinery and paper products (17%). The lowest average increase in total compensation for top executives was 5%, paid in the construction and contracting industry (see Table 20).

Ninety-one percent of the top executives in both durable and nondurable goods manufacturing companies were bonus-eligible, as were 75% in nonmanufacturing companies, and 71% in financial services companies.

Table 21 presents the ratios of bonuses to base salaries for the years 1978 through 1983. As a percentage of base salary, bonuses were higher in 1983 than 1982 for every industry, with the exception of property and casualty insurance. Although bonus increases were large for 1983, in most industries bonuses as a percentage of base salaries were not at levels experienced in the late 1970s. No industry has consistently had the highest ratio of bonus to base salary, although commercial banking and thrift institutions have had the lowest ratio in 5 of the last 6 years.

Additional data by industry group and specific industry are presented in Tables 60 through 401.

Table 20
TOP EXECUTIVES:
Percentage increase in total compensation by industry

	1982-1983 INCREASE		
	Bonus Companies	Nonbonus Companies	All Companies
MANUFACTURING GROUP			
Durable Goods			
Basic Materials	21%	6%	20%
Electrical Machinery	18	7	17
Fabricated Metal Products	11	8	11
Instruments	14	11	14
Machinery	10	8	10
Primary Metals	11	0	10
Transportation Equipment	19	12	18
Nondurable Goods			
Chemicals	16	3	15
Food Products and Tobacco	12	7	11
Paper Products	19	6	17
Petroleum	10	*	10
Publishing	14	*	14
Textiles and Apparel	23	8	21
NONMANUFACTURING GROUP			
Business Services	12	9	12
Communications	11	17	12
Construction and Contracting	6	0	5
Mining and Energy Extraction	9	7	9
Retail Sales	13	10	12
Transportation	14	5	12
Utilities	12	8	10
Wholesale Trade	12	7	11
FINANCIAL SERVICES GROUP			
Banking (Commercial)	12	7	11
Banking (Thrift Institutions)	18	9	15
Insurance (Life)	12	11	11
Insurance (Property and Casualty)	7	9	8

* *Insufficient data*

Table 21
TOP EXECUTIVES:
Bonus as a percentage of base salary by industry
(Bonus-paying companies only)

	1983	1982	1981	1980	1979	1978
MANUFACTURING GROUP						
Durable Goods						
Basic Materials	37%	19%	34%	38%	42%	43%
Electrical Machinery	33	24	31	35	37	40
Fabricated Metal Products	26	19	34	28	32	41
Instruments	34	22	32	35	29	40
Machinery	35	23	40	37	39	46
Primary Metals	27	17	35	34	38	42
Transportation Equipment	41	27	35	22	34	44
Nondurable Goods						
Chemicals	39	29	38	—	—	—
Food Products and Tobacco	46	42	36	39	29	44
Paper Products	30	23	35	29	28	38
Petroleum	31	27	24	—	—	—
Publishing	38	27	32	28	31	46
Textiles and Apparel	47	36	30	37	38	38
NONMANUFACTURING GROUP						
Business Services	39	31	30	38	37	40
Communications	28	23	28	—	—	—
Construction and Contracting	38	34	40	41	41	53
Mining and Energy Extraction	22	21	34	36	27	31
Retail Sales	33	29	31	32	34	31
Transportation	36	24	32	26	24	21
Utilities	25	21	26	30	24	22
Wholesale Trade	29	22	32	33	42	31
FINANCIAL SERVICES GROUP						
Banking (Commercial)	19	18	18	20	17	22
Banking (Thrift Institutions)	30	17	33	25	23	19
Insurance (Life)	22	18	16	—	—	—
Insurance (Property and Casualty)	23	26	29	—	—	—

Note: In past studies Chemicals and Petroleum appeared as a combined group, as did Life and Property and Casualty Insurance. Communications was added in 1981.

Comparisons by Region

In order to compare the differences in average total compensation for top executives by region, an index was developed similar to the one described in the chief executive officer section. The index was calculated by comparing the average total compensation levels for the top executives in each region to the average total compensation reported by all companies in the same industry group and size category. These data are presented in Tables 22 through 25. Indices above 1.00 indicate that the region is paying its executives at a level above the average for all regions, while indices below 1.00 indicate below average compensation levels.

While there was no region where top executives consistently received the highest average

Table 22
TOP EXECUTIVES—DURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $10 Million	.89	1.06	*	*	*	.98	*
$10-25	1.00	.97	1.07	1.05	1.02	1.06	.84
$25-50	1.04	.98	.84	.93	1.01	*	1.05
$50-100	1.04	.88	.87	.93	*	*	1.07
$100-200	1.06	.94	.76	.94	.92	*	1.11
$200-500	1.13	.90	.96	.83	.97	1.09	1.06
$500-1 Billion	.92	1.09	1.11	1.29	.72	*	1.03
$1-2	1.12	.94	*	*	.76	1.01	.79
$2-5	1.08	.99	1.01	1.11	*	*	.88
Over $5 Billion	1.13	.88	*	*	*	*	.88

Table 23
TOP EXECUTIVES—NONDURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	.93	.87	.97	*	.72	*	*
$25-50	.93	*	*	1.12	*	*	*
$50-100	.96	1.09	1.05	.74	*	*	1.15
$100-200	.94	1.13	1.07	*	1.28	1.17	.65
$200-500	1.12	.89	.89	1.03	1.23	.60	1.00
$500-1 Billion	1.24	.93	.96	.57	.55	*	1.16
$1-2	1.05	1.11	.91	.86	*	*	.70
$2-5	1.04	1.00	.98	.67	.68	*	1.37
$5-10	1.15	.89	.96	.80	*	*	*
Over $10 Billion	1.19	.88	.78	*	.76	*	1.13

* *Insufficient data*

total compensation, there were regions where compensation was above or below average for nearly all company size categories. For example, durable goods manufacturing companies in the Northeast reported average or above average compensation for all but the under $10 million and $500 million–1 billion size categories.

As in the CEO section of this report, the index method of comparison presented here should not be construed as a measure of absolute differences among industries, nor should it form the sole basis for evaluating compensation levels in an industry. Nevertheless, the indices represent a consistent form of measurement and are useful indicators for comparing average compensation levels among regions.

Table 24
TOP EXECUTIVES—NONMANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	*	1.16	*	*	1.33	.61	.56
$25-50	1.45	.85	1.18	.88	.75	*	1.05
$50-100	.98	1.02	.87	.67	1.25	.74	.92
$100-200	1.27	.91	.82	.70	.89	.76	1.05
$200-500	.87	.83	.99	.76	1.33	*	1.06
$500-1 Billion	.94	.97	1.20	.80	1.06	.77	1.04
$1-2	1.00	.96	1.08	.79	1.05	.75	1.05
$2-5	1.14	.95	.97	.92	.80	*	.97
Over $5 Billion	.93	1.30	*	1.16	.87	.69	.95

Table 25
TOP EXECUTIVES—FINANCIAL SERVICES GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

ASSETS	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	1.03	1.02	*	*	*	.96	1.08
$25-100	.97	*	*	*	*	*	1.35
$100-200	1.05	.93	.86	1.28	1.08	*	*
$200-500	1.09	.91	1.26	.82	.91	*	.99
$500-1 Billion	1.17	.93	.92	1.05	.80	.74	.99
$1-2	.89	1.03	.83	*	1.55	.75	.85
$2-5	1.05	1.26	.67	1.06	*	1.04	.90
$5-10	1.21	.81	.89	1.02	.84	*	1.12
Over $10 Billion	1.16	.96	.70	.72	.81	*	.96

* *Insufficient data*

Comparison: Top Executives to Chief Executive Officer

When analyzing compensation levels, it is often useful to compare the compensation of key executives to that of the chief executive officer. Tables 26 through 29 present the average total compensation of each of the top executive positions in each of the industry groups, as a percentage of average CEO total compensation, according to company size. Generally, the ratio of top executive compensation to CEO compensation tends to be lower in the larger companies. This is because CEO pay increases at a faster rate relative to the other top executives as company size increases. In certain cases, however, the findings actually showed the ratio to be higher in companies in the largest size category. This is most pronounced for the position of chief operating officer in financial services companies and nondurable goods manufacturers.

Table 26
TOP EXECUTIVES—DURABLE GOODS MANUFACTURING GROUP: Compensation as a percentage of CEO's compensation

SALES VOLUME	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Manufacturing Executive
Under $10 Million	*	53%	*	57%	54%
$10-25	69%	47	51%	41	44
$25-50	73	48	52	40	45
$50-100	76	52	54	46	47
$100-200	72	48	36	32	37
$200-500	76	48	37	40	37
$500-1 Billion	66	40	28	30	33
$1-2	71	40	32	*	29
$2-5	72	46	31	*	27
Over $5 Billion	70	41	*	*	*

SALES VOLUME	Top Human Resources Executive	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
Under $10 Million	*	*	*	*	*	*
$10-25	31%	*	*	33%	31%	*
$25-50	32	*	43%	46	28	35%
$50-100	32	47%	39	53	32	36
$100-200	30	35	32	41	27	26
$200-500	28	35	34	32	28	27
$500-1 Billion	24	24	30	23	25	25
$1-2	25	23	28	31	24	21
$2-5	27	29	32	32	25	25
Over $5 Billion	32	25	39	40	29	23

* *Insufficient data*

The average total compensation for top executives was as follows:

Chief Executive Officer	$316,900
Chief Operating Officer	234,400
Top International Executive	141,200
Top Financial Officer	140,600
Top Legal Executive	128,500
Top Strategic Planning Executive	115,500
Top Manufacturing Executive	108,500
Top Marketing Executive	104,000
Top Sales Executive	99,700
Treasurer	98,000
Top Human Resources Executive	92,000
Controller	84,500

Table 27
TOP EXECUTIVES—NONDURABLE GOODS MANUFACTURING GROUP: Compensation as a percentage of CEO's compensation

SALES VOLUME	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Manufacturing Executive
Under $25 Million	*	56%	68%	*	49%
$25-50	61%	36	41	41%	35
$50-100	79	52	53	51	50
$100-200	82	46	45	38	39
$200-500	81	46	41	37	36
$500-1 Billion	76	38	29	20	26
$1-2	77	48	33	30	33
$2-5	68	41	24	26	23
$5-10	69	41	33	*	*
Over $10 Billion	77	41	*	*	*

SALES VOLUME	Top Human Resources Executive	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
Under $25 Million	*	*	*	*	*	*
$25-50	19%	*	*	*	20%	*
$50-100	28	*	*	*	24	27%
$100-200	25	*	*	*	24	23
$200-500	28	28%	36%	46%	27	26
$500-1 Billion	21	29	28	35	20	21
$1-2	27	31	34	38	24	25
$2-5	28	24	34	46	22	22
$5-10	27	27	35	35	19	17
Over $10 Billion	29	28	36	*	23	23

* *Insufficient data*

These figures are based on data provided for all executives in parent companies. Companies with larger sales volumes or greater total assets more frequently have certain positions (e.g., top international executive, top strategic planning executive) and also generally tend to pay higher levels of total compensation to their executives. For this reason, the rankings by position based on overall averages, calculated regardless of company size, are not necessarily equivalent to the rankings by position based on averages calculated for companies of similar size.

Table 28
TOP EXECUTIVES—NONMANUFACTURING GROUP: Compensation as a percentage of CEO's compensation

SALES VOLUME	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Human Resources Executive
Under $10 Million	*	43%	50%	*	*
$10-25	79%	45	46	44%	23%
$25-50	70	45	38	37	26
$50-100	83	48	45	47	26
$100-200	69	49	36	33	28
$200-500	66	44	39	40	28
$500-1 Billion	67	48	38	37	27
$1-2	75	47	37	30	29
$2-5	61	47	30	*	27
Over $5 Billion	72	48	35	*	28

SALES VOLUME	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
Under $10 Million	*	*	*	*	*
$10-25	*	56%	*	30%	*
$25-50	*	44	*	26	*
$50-100	62%	37	53%	27	24%
$100-200	49	40	*	29	27
$200-500	31	33	37	26	28
$500-1 Billion	30	37	34	26	27
$1-2	36	37	42	26	28
$2-5	25	33	29	22	22
Over $5 Billion	22	31	*	27	22

* *Insufficient data*

Table 29
TOP EXECUTIVES—FINANCIAL SERVICES GROUP:
Compensation as a percentage of CEO's compensation

ASSETS	Chief Operating Officer	Top Financial Officer	Top Marketing Executive	Top Sales Executive	Top Human Resources Executive
Under $25 Million	*	48%	*	*	*
$25-100	79%	52	61%	*	30%
$100-200	56	41	33	*	23
$200-500	67	44	36	31%	29
$500-1 Billion	78	45	34	36	23
$1-2	70	45	43	46	29
$2-5	69	42	20	*	21
$5-10	68	40	22	*	25
Over $10 Billion	76	43	30	*	26

ASSETS	Top Strategic Planning Executive	Top Legal Executive	Top International Executive	Controller	Treasurer
Under $25 Million	*	*	*	*	*
$25-100	*	*	*	33%	35%
$100-200	*	44%	*	22	38
$200-500	*	46	*	26	30
$500-1 Billion	34%	32	*	28	31
$1-2	41	32	30%	28	31
$2-5	22	32	27	20	31
$5-10	26	25	27	21	40
Over $10 Billion	21	30	35	22	20

* *Insufficient data*

Chief Operating Officer

The chief operating officer is responsible to the chief executive officer for coordinating and directing the activities of the corporation in accordance with the policies and objectives established by the directors. The chief operating officer is generally the second highest paid executive in the corporation.

Average total compensation paid to chief operating officers in 1983 was $234,400; this represented an average increase of 16% compared to 1982 and was the largest average increase in total compensation paid to any position in the top executive group. Of the chief operating officers, 84% were eligible for bonus payments. Bonus companies paid their chief operating officers an average total compensation that was 85% higher than that of chief operating officers in nonbonus companies. The highest paid chief operating officers were reported in nondurable goods manufacturing companies, where the average total compensation figure for 1983 was $323,600. The lowest paid chief operating officers were reported in financial services companies, where their average total compensation was $185,200.

Of the 25 specific industries in the study, the highest rate of increase in chief operating officer total compensation for 1983 was an average of 28% that was reported by the basic materials, electrical machinery, and textiles and apparel industries. The lowest average rate of increase was reported for chief operating officers in the construction and contracting industry, 4% (see Table 30). In contrast, average 1982 total compensation changes ranged from a decline of 7% reported in the machinery industry to a 21% increase reported in the communications industry.

Table 30
CHIEF OPERATING OFFICER: Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	28%
Electrical Machinery	28
Fabricated Metal Products	20
Instruments	15
Machinery	11
Primary Metals	12
Transportation Equipment	23
Nondurable Goods	
Chemicals	22
Food Products and Tobacco	22
Paper Products	25
Petroleum	21
Publishing	14
Textiles and Apparel	28
NONMANUFACTURING GROUP	
Business Services	14
Communications	15
Construction and Contracting	4
Mining and Energy Extraction	10
Retail Sales	11
Transportation	18
Utilities	12
Wholesale Trade	11
FINANCIAL SERVICES GROUP	
Banking (Commercial)	11
Banking (Thrift Institutions)	20
Insurance (Life)	17
Insurance (Property and Casualty)	8

Regionally, as shown in Table 31, chief operating officers in the Northeast received the highest average increase in total compensation (20%). Chief operating officers in the Southwest region received the lowest average increase (7%).

Table 31
CHIEF OPERATING OFFICER: Average increase in total compensation by region

	Percentage Increase
Northeast	20%
Midwest	18
Southeast	16
Central States	15
Southwest	7
Rocky Mountains	14
West	14

Top Financial Officer

The top financial officer is the executive who is responsible for the organization's financial plans and policies, its accounting practices, and the conduct of its relationships with lending institutions and the financial community. The top financial officer tends to rank third in compensation in companies of similar size, after the chief executive officer and the chief operating officer; this is especially true in larger companies.

Average total compensation of top financial officers increased 14% in 1983. The average total compensation for top financial officers reported by all industry groups was $140,600. Of these executives, 82% were bonus-eligible. The average total compensation for top financial officers in nondurable goods manufacturing companies, $178,000, was substantially higher than that reported by the other industry groups. Top financial officers in financial services companies were at the low end, averaging $108,500.

On an individual industry basis, the highest average rate of increase in total compensation paid to the top financial officer was reported in textiles and apparel (27%), followed by communications (21%). The smallest average increase in total compensation was reported in construction and contracting, 5% (see Table 32). This compares to average total compensation changes in 1982 that ranged from a decline of 4% to an increase of 17%.

Regionally, as shown in Table 33, the Rocky Mountains reported the highest average increase in top financial officer total compensation (19%), while the Southwest reported the lowest average increase (5%).

Table 32
TOP FINANCIAL OFFICER:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	20%
Electrical Machinery	18
Fabricated Metal Products	11
Instruments	12
Machinery	13
Primary Metals	13
Transportation Equipment	20
Nondurable Goods	
Chemicals	17
Food Products and Tobacco	11
Paper Products	18
Petroleum	7
Publishing	13
Textiles and Apparel	27
NONMANUFACTURING GROUP	
Business Services	11
Communications	21
Construction and Contracting	5
Mining and Energy Extraction	7
Retail Sales	15
Transportation	14
Utilities	10
Wholesale Trade	13
FINANCIAL SERVICES GROUP	
Banking (Commercial)	12
Banking (Thrift Institutions)	11
Insurance (Life)	11
Insurance (Property and Casualty)	10

Table 33
TOP FINANCIAL OFFICER:
Average increase in total compensation by region

	Percentage Increase
Northeast	15%
Midwest	15
Southeast	13
Central States	12
Southwest	5
Rocky Mountains	19
West	16

Top Marketing Executive

The top marketing executive is the executive responsible for marketing the company's products and services in compliance with such corporate objectives as maximizing sales volume, profitability, and market share. A comparison of compensation paid to other top executives in companies of the same size shows that compensation for this position tends to fall below that of the CEO, the chief operating officer, the top financial officer, and, in manufacturing companies, the top manufacturing executive. However, compensation for top marketing executives tends to exceed that of most other executives in the company.

Average total compensation paid to top marketing executives in 1983 was $104,000. Total compensation for this position rose by an average of 12%. Overall, 77% of the top

Table 34
TOP MARKETING EXECUTIVE: Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	16%
Electrical Machinery	21
Fabricated Metal Products	5
Instruments	19
Machinery	4
Primary Metals	5
Transportation Equipment	17
Nondurable Goods	
Chemicals	16
Food Products and Tobacco	10
Paper Products	17
Petroleum	5
Publishing	14
Textiles and Apparel	22
NONMANUFACTURING GROUP	
Business Services	17
Communications	11
Construction and Contracting	2
Mining and Energy Extraction	11
Retail Sales	14
Transportation	9
Utilities	7
Wholesale Trade	12
FINANCIAL SERVICES GROUP	
Banking (Commercial)	11
Banking (Thrift Institutions)	16
Insurance (Life)	10
Insurance (Property and Casualty)	11

marketing executives were eligible for bonus payments. Nondurable goods manufacturers reported the highest average total compensation of all the industry groups for the position. Reporting an average compensation figure of $133,300, this industry group paid its top marketing executives over 70% more than the financial services group did.

As shown in Table 34, the textiles and apparel industry reported the highest average increase in total compensation for top marketing executives, 22%. The electrical machinery industry followed at 21%. The smallest average increase was reported in the machinery industry, 4%. In 1982, by contrast, average changes in total compensation for this position ranged from a decline of 1% to an increase of 18%.

Regionally, the Rocky Mountains averaged the highest increase in total compensation to top marketing executives (23%). The lowest increase (5%) was reported in the Southwest (see Table 35).

Table 35
TOP MARKETING EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	12%
Midwest	14
Southeast	12
Central States	12
Southwest	5
Rocky Mountains	23
West	15

Top Sales Executive

The top sales executive is responsible for planning and controlling the activities of the sales personnel and maintaining the optimum sales volume for the company's products and services. When top executive compensation is compared among companies of similar size, it tends to trail that of the CEO, the chief operating officer, the top financial officer, and the top marketing executive. Compensation for this position also tends to fall below that of the top manufacturing executive in manufacturing companies. Top sales executives are generally paid more than top human resources executives, top strategic planning executives, and top legal executives.

The top sales position averaged $99,700 in total compensation in 1983, up 12% from 1982 levels. Of these executives, 81% were eligible for bonus payments. The highest average total compensation to top sales executives was reported in the nondurable goods manufacturing industry group ($114,400). The lowest average was reported by durable goods manufacturing companies ($93,100).

Comparing individual industries, the largest average increase in top sales executives' total compensation was reported by textiles and apparel, construction and contracting, and utilities companies (17%), while in the transportation industry compensation for this position declined 6% (see Table 36). In 1982, for comparison, average changes in total compensation reported for the position ranged from a decline of 2% to an increase of 19%.

Table 36
TOP SALES EXECUTIVE: Average increase (decrease) in total compensation by industry

	Percentage Increase (Decrease)
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	16%
Electrical Machinery	12
Fabricated Metal Products	7
Instruments	15
Machinery	10
Primary Metals	12
Transportation Equipment	10
Nondurable Goods	
Chemicals	9
Food Products and Tobacco	11
Paper Products	3
Petroleum	*
Publishing	12
Textiles and Apparel	17
NONMANUFACTURING GROUP	
Business Services	15
Communications	0
Construction and Contracting	17
Mining and Energy Extraction	*
Retail Sales	8
Transportation	(6)
Utilities	17
Wholesale Trade	12
FINANCIAL SERVICES GROUP	
Banking (Commercial)	12
Banking (Thrift Institutions)	*
Insurance (Life)	16
Insurance (Property and Casualty)	0

* *Insufficient data*

Regionally, the highest increase in total compensation to top sales executives was reported in the Southeast, 17%. In contrast, the Southwest region showed no change on average (see Table 37).

Table 37
TOP SALES EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	12%
Midwest	12
Southeast	17
Central States	5
Southwest	0
Rocky Mountains	10
West	9

Top Manufacturing Executive

The top manufacturing executive is responsible for the manufacturing activities that produce the company's product. In manufacturing companies of the same size, this was, on average, the fourth to seventh highest paid position, depending upon the company size and industry.

The average total compensation paid to top manufacturing executives was $108,500 in 1983, an increase of 12% over 1982. In durable goods manufacturing companies, 87% of these executives were bonus-eligible while in nondurable goods manufacturing, 84% were bonus-eligible. Bonuses in the former group, where paid, increased 42%, while in the latter, where paid, they increased 27%. However, in the durable goods manufacturing industry group, bonuses represented an average of 34% of base salary, while in nondurable goods manufacturing, bonuses represented 44% of base salary. Twenty-nine percent of bonus-eligible top manufacturing executives in durable goods manufacturing companies were not paid bonuses for 1983 performance, contrasted with 11% in nondurable goods manufacturing companies.

As reported in Table 38, top manufacturing executives in the chemicals industry had the highest percentage increase in total compensation, 20%. The smallest increase was reported by the petroleum industry, 2%. In 1982, average changes in total compensation paid to this position ranged from a decrease of 4% to an increase of 22%.

Regionally, the Rocky Mountains reported the highest average increase at 22%. The Southwest region reported the lowest average increase in total compensation at 2% (see Table 39).

Table 38
TOP MANUFACTURING EXECUTIVE: Average increase in total compensation by industry

MANUFACTURING GROUP	Percentage Increase
Durable Goods	
Basic Materials	17%
Electrical Machinery	19
Fabricated Metal Products	6
Instruments	14
Machinery	6
Primary Metals	11
Transportation Equipment	10
Nondurable Goods	
Chemicals	20
Food Products and Tobacco	8
Paper Products	5
Petroleum	2
Publishing	15
Textiles and Apparel	19

Table 39
TOP MANUFACTURING EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	11%
Midwest	15
Southeast	14
Central States	11
Southwest	2
Rocky Mountains	22
West	12

Top Human Resources Executive

The top human resources executive is responsible for developing and administering personnel policies regarding such matters as employment, compensation, labor relations, and training and development. Overall, among companies of similar size, the compensation for this position tends to be lower than that paid to the top executives in other functional areas. Among larger companies, however, the compensation for this position tends to exceed that of the controller and treasurer.

Top human resources executives received average total compensation of $92,000 in 1983, 12% higher than in 1982. Of these executives, 80% were eligible for bonus payments.

Nondurable goods manufacturers paid their top human resources executives an average of $116,900, the highest reported for this position. Top human resources executives in financial services companies averaged the lowest total compensation, $67,200.

The basic materials industry reported the highest average increase in total compensation for top human resources executives, 24%. Total compensation decreased 2% in the construction and contracting industry (see Table 40). In 1982, for comparison, changes in total compensation for the top human resources executive averaged from a decline of 3% to an increase of 20%.

Regionally, the highest average increase in top human resources executive total compensation, 14%, occurred in the Midwest region. At the low end, an average increase of 7% was reported in the Southwest (see Table 41).

Table 40
TOP HUMAN RESOURCES EXECUTIVE: Average increase (decrease) in total compensation by industry

	Percentage Increase (Decrease)
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	24%
Electrical Machinery	16
Fabricated Metal Products	9
Instruments	12
Machinery	10
Primary Metals	8
Transportation Equipment	22
Nondurable Goods	
Chemicals	14
Food Products and Tobacco	11
Paper Products	21
Petroleum	8
Publishing	13
Textiles and Apparel	17
NONMANUFACTURING GROUP	
Business Services	10
Communications	15
Construction and Contracting	(2)
Mining and Energy Extraction	8
Retail Sales	11
Transportation	19
Utilities	9
Wholesale Trade	10
FINANCIAL SERVICES GROUP	
Banking (Commercial)	10
Banking (Thrift Institutions)	13
Insurance (Life)	10
Insurance (Property and Casualty)	7

Table 41
TOP HUMAN RESOURCES EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	12%
Midwest	14
Southeast	13
Central States	9
Southwest	7
Rocky Mountains	19
West	13

Top Strategic Planning Executive

The top strategic planning executive is responsible for directing long-range planning and development activities. This position is found most frequently in larger companies. In comparing companies of similar size, compensation for this position tends to fall below that of such positions as the top marketing, top sales, top manufacturing, top legal, and top international executives. However, compensation for the top strategic planning executive usually exceeds that of the top human resources executive, controller, and treasurer.

The average total compensation for top strategic planning executives was $115,500 for 1983, up 11% over 1982 levels. Of these

Table 42
TOP STRATEGIC PLANNING EXECUTIVE: Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	22%
Electrical Machinery	10
Fabricated Metal Products	16
Instruments	14
Machinery	5
Primary Metals	13
Transportation Equipment	20
Nondurable Goods	
Chemicals	14
Food Products and Tobacco	7
Paper Products	12
Petroleum	8
Publishing	12
Textiles and Apparel	15
NONMANUFACTURING GROUP	
Business Services	10
Communications	*
Construction and Contracting	*
Mining and Energy Extraction	15
Retail Sales	5
Transportation	12
Utilities	9
Wholesale Trade	14
FINANCIAL SERVICES GROUP	
Banking (Commercial)	12
Banking (Thrift Institutions)	11
Insurance (Life)	8
Insurance (Property and Casualty)	8

** Insufficient data*

executives, 84% were bonus-eligible. The financial services group reported significantly lower total compensation for these executives than did the other industry groups. Financial services companies paid their top strategic planning executives an average of $82,100, while all the other industry groups reported averages above $100,000. Nondurable goods manufacturers paid these executives the highest average total compensation, $150,400.

As presented in Table 42, the basic materials industry reported the highest average increase in total compensation for top strategic planning executives, 22%. At the other end of the scale, the lowest rate of increase was reported by the machinery and retail sales industries, 5%. Changes in total compensation in 1982 ranged from a decline of 10% to an increase of 19%.

Regionally, the highest average increase in total compensation to the top strategic planning executive, 19%, was reported in the West; the lowest, 1%, was reported in the Southwest (see Table 43).

Table 43
TOP STRATEGIC PLANNING EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	11%
Midwest	12
Southeast	9
Central States	12
Southwest	1
Rocky Mountains	15
West	19

Top Legal Executive

The top legal executive is responsible for directing the company's legal activities. In companies of similar size, compensation for this position tends to trail that of the CEO, chief operating officer, and top financial officer. It generally exceeds compensation for such positions as top human resources executive, controller, and treasurer. Among larger companies, compensation for this position also exceeds that of top marketing, top sales, and top manufacturing executives.

Top legal executives averaged total compensation of $128,500 in 1983, up 13% from 1982 levels. Of these executives, 83% were bonus-eligible. The nondurable goods manufacturing group reported total compensation figures for this position well above those reported by the other industry groups, averaging $174,100. Durable goods manufacturing companies reported average total compensation of $130,700; nonmanufacturing companies, $120,300. Financial services companies were well below these companies, reporting $95,400.

When comparing increases in total compensation paid to the top legal executives across individual industries, Table 44 shows that transportation equipment reported the largest average increase, 23%, and construction and contracting reported the smallest, 5%. Changes in total compensation reported in 1982 averaged from a decline of 8% to an increase of 17% across individual industries.

The largest increase in total compensation paid to the top legal executive was reported in the West, averaging 17%. The smallest increase was reported in the Southwest, where it averaged 7% (see Table 45).

Table 44
TOP LEGAL EXECUTIVE: Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	19%
Electrical Machinery	17
Fabricated Metal Products	14
Instruments	12
Machinery	17
Primary Metals	13
Transportation Equipment	23
Nondurable Goods	
Chemicals	12
Food Products and Tobacco	8
Paper Products	19
Petroleum	8
Publishing	15
Textiles and Apparel	22
NONMANUFACTURING GROUP	
Business Services	11
Communications	15
Construction and Contracting	5
Mining and Energy Extraction	6
Retail Sales	13
Transportation	18
Utilities	8
Wholesale Trade	14
FINANCIAL SERVICES GROUP	
Banking (Commercial)	11
Banking (Thrift Institutions)	13
Insurance (Life)	11
Insurance (Property and Casualty)	8

Table 45
TOP LEGAL EXECUTIVE:
Average increase in total compensation by region

	Percentage Increase
Northeast	13%
Midwest	13
Southeast	13
Central States	11
Southwest	7
Rocky Mountains	11
West	17

Top International Executive

The top international executive is responsible for the development of foreign markets, and may also be responsible for manufacturing in overseas locations. This position tends to be found more frequently in larger companies. In companies of the same size, compensation for top international executives tends to trail that of top financial officers and top manufacturing executives. It generally exceeds that of other positions such as top marketing and top sales executives.

In 1983, the average total compensation paid to international executives was $141,200. Of these executives, 90% were eligible for bonus payments. The average increase reported for 1983 was 12%. The nondurable goods manufacturing group reported the highest total compensation for top international executives, an average of $203,200. Durable goods manufacturing and nonmanufacturing companies paid significantly less: $126,500 and $124,700, respectively. Well below all three groups were financial services companies, which paid top international executives an average of $103,900.

The highest average increase in total compensation reported by any of the 25 specific industries for top international executives was 25%, reported by the paper products industry (see Table 46). A 2% decrease was reported in primary metals. In 1982, average changes in total compensation by industry ranged from a decline of 3% to an increase of 18%.

Regionally, the Midwest, Central States, and West reported the highest average increase in total compensation to the top international executive (13%). The Southwest reported the lowest increase, averaging 3% (see Table 47).

Table 46
TOP INTERNATIONAL EXECUTIVE: Average increase (decrease) in total compensation by industry

	Percentage Increase (Decrease)
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	22%
Electrical Machinery	12
Fabricated Metal Products	7
Instruments	11
Machinery	5
Primary Metals	(2)
Transportation Equipment	16
Nondurable Goods	
Chemicals	15
Food Products and Tobacco	13
Paper Products	25
Petroleum	*
Publishing	*
Textiles and Apparel	17
NONMANUFACTURING GROUP	
Business Services	15
Communications	14
Construction and Contracting	*
Mining and Energy Extraction	*
Retail Sales	22
Transportation	*
Utilities	*
Wholesale Trade	11
FINANCIAL SERVICES GROUP	
Banking (Commercial)	11
Banking (Thrift Institutions)	*
Insurance (Life)	*
Insurance (Property and Casualty)	*

* *Insufficient data*

Table 47
TOP INTERNATIONAL EXECUTIVE: Average increase in total compensation by region

	Percentage Increase
Northeast	12%
Midwest	13
Southeast	11
Central States	13
Southwest	3
Rocky Mountains	*
West	13

Controller

The controller is responsible for an organization's accounting practices, fiscal records, and financial reports. This position generally reports to the top financial officer, as does the treasurer. In comparing companies of the same size, the data show that compensation for this position tends to be higher than that of the treasurer in manufacturing and nonmanufacturing companies. In financial services companies, however, compensation for controllers generally averages less than that of treasurers.

The average total compensation for controllers was reported as $84,500 in 1983, 12% above 1982 figures. Of these executives, 80% were eligible for bonus payments. As was true for most of the other top executive positions studied, nondurable goods manufacturing companies reported the highest average total compensation for controllers in 1983, $100,400. Similarly, financial services companies reported the lowest average total compensation for controllers, $63,800.

Table 48
CONTROLLER:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	14%
Electrical Machinery	15
Fabricated Metal Products	8
Instruments	16
Machinery	8
Primary Metals	12
Transportation Equipment	18
Nondurable Goods	
Chemicals	14
Food Products and Tobacco	13
Paper Products	17
Petroleum	11
Publishing	16
Textiles and Apparel	22
NONMANUFACTURING GROUP	
Business Services	12
Communications	3
Construction and Contracting	7
Mining and Energy Extraction	7
Retail Sales	12
Transportation	9
Utilities	10
Wholesale Trade	8
FINANCIAL SERVICES GROUP	
Banking (Commercial)	10
Banking (Thrift Institutions)	14
Insurance (Life)	13
Insurance (Property and Casualty)	7

The textiles and apparel industry reported the highest average increase in total compensation for controllers, 22%. The lowest average increases were reported in the construction and contracting, mining and energy extraction, and property and casualty insurance industries, 7% (see Table 48). Average total compensation changes in 1982 by industry ranged from a decrease of 4% to an increase of 15%.

Regionally, as shown in Table 49, total compensation increases for controllers were highest in the Midwest, Southeast, and West (14%), and lowest in the Southwest (4%).

Table 49
CONTROLLER:
Average increase in total compensation by region

	Percentage Increase
Northeast	12%
Midwest	14
Southeast	14
Central States	10
Southwest	4
Rocky Mountains	11
West	14

Treasurer

The treasurer is responsible for the custody of funds, short-term investments, and other financial assets. The treasurer also supervises banking operations. As does the controller, the treasurer generally reports to the top financial officer. In smaller companies, the duties of the treasurer may be handled by

Table 50
TREASURER:
Average increase in total compensation by industry

	Percentage Increase
MANUFACTURING GROUP	
Durable Goods	
Basic Materials	22%
Electrical Machinery	17
Fabricated Metal Products	15
Instruments	15
Machinery	12
Primary Metals	8
Transportation Equipment	14
Nondurable Goods	
Chemicals	15
Food Products and Tobacco	9
Paper Products	22
Petroleum	11
Publishing	14
Textiles and Apparel	19
NONMANUFACTURING GROUP	
Business Services	10
Communications	9
Construction and Contracting	0
Mining and Energy Extraction	10
Retail Sales	12
Transportation	8
Utilities	9
Wholesale Trade	8
FINANCIAL SERVICES GROUP	
Banking (Commercial)	13
Banking (Thrift Institutions)	16
Insurance (Life)	7
Insurance (Property and Casualty)	13

the controller or top financial officer. Compensation for this position tends to be below that of the controller except in financial services companies.

Treasurers received average total compensation of $98,000 in 1983, up 13% from the 1982 average. Of these executives, 86% were bonus-eligible. Nondurable goods manufacturers reported the highest average total compensation for treasurers, $110,900. Financial services companies reported the lowest average total compensation for treasurers, $87,400.

As indicated in Table 50, the basic materials and paper products industries reported the highest average increase in total compensation for treasurers, 22%. No change in compensation was reported in the construction and contracting industry. Average changes in total compensation by industry for the treasurer in 1982 ranged from a decrease of 8% to an increase of 28%.

Regionally, the highest increase in total compensation for treasurers was 18%, reported by the Rocky Mountain region. The Southwest was at the low end, reporting 6% (see Table 51).

Table 51
TREASURER:
Average increase in total compensation by region

	Percentage Increase
Northeast	11%
Midwest	16
Southeast	13
Central States	14
Southwest	6
Rocky Mountains	18
West	13

Senior Financial Management Compensation

This section of the report analyzes the data for approximately 4,100 senior financial management executives in parent companies in the following ten positions:

- Top Financial Relations Executive
- Top General Accounting Executive
- Top Tax Executive
- Top Financial Planning Executive
- Top Systems and Data Processing Executive
- Top Budget Executive
- Top Internal Audit Executive
- Top Credit and Collection Executive
- Corporate Risk Management Executive
- Cash Management Executive

Total compensation for the senior financial management group rose by an average of 10% in 1983, slightly higher than the 8% increase reported for 1982. Bonus-paying companies reported average increases of 11%, compared to 8% reported by nonbonus companies. Within the senior financial management group, the largest average increases in total compensation were reported for top financial relations executives in durable goods manufacturing and financial services companies and for cash management executives in durable goods manufacturing companies (13%). The lowest increases were received by top internal audit executives in nonmanufacturing companies, corporate risk management executives in nonmanufacturing and financial services companies, and top financial relations executives in nonmanufacturing companies. They received average increases of 8%. Table 52 presents the 1983 average percentage change in total compensation for each of the ten senior financial management positions studied for bonus companies, nonbonus companies, and all companies combined.

Table 52
SENIOR FINANCIAL MANAGEMENT: Average percentage increase in compensation
(1982-1983)

	BONUS COMPANIES			NONBONUS COMPANIES	ALL COMPANIES
	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Total Compensation
Top Financial Relations Executive	8%	35%	11%	9%	11%
Top General Accounting Executive	8	37	11	8	10
Top Tax Executive	8	36	11	8	10
Top Financial Planning Executive	9	48	12	9	11
Top Systems and Data Processing Executive	8	38	12	7	10
Top Budget Executive	7	37	9	9	9
Top Internal Audit Executive	7	33	10	8	9
Top Credit and Collection Executive	8	36	11	7	10
Corporate Risk Management Executive	7	31	10	8	9
Cash Management Executive	9	35	13	8	12

Comparison: Bonus and Nonbonus Companies

Of the senior financial management executives for whom compensation data were reported, 69% were eligible for bonus payments. A larger percentage of top financial relations executives (83%) were eligible for bonuses than were any of the other financial executives studied. This is consistent with the findings reported in the last study. The percentage of bonus-eligible top budget executives (57%) was the lowest of all the senior financial management executives.

On the average, bonus payments to senior financial management executives for 1983 performance equaled 20% of base salary, slightly above 1982's reported bonus/base salary ratio of 19%. Top financial relations executives reported the highest bonus/base salary ratio (25%), while top general accounting, top budget, top internal audit, top credit and collection, and corporate risk management executives had the lowest ratio (18%). Table 53 presents the bonus-to-base salary ratio for each of the senior financial management positions studied for both 1983 and 1982.

Table 53
SENIOR FINANCIAL MANAGEMENT: Bonus as a percentage of base salary

	1983	1982
Top Financial Relations Executive	25%	23%
Top General Accounting Executive	18	17
Top Tax Executive	23	21
Top Financial Planning Executive	22	20
Top Systems and Data Processing Executive	22	21
Top Budget Executive	18	15
Top Internal Audit Executive	18	17
Top Credit and Collection Executive	18	16
Corporate Risk Management Executive	18	17
Cash Management Executive	19	18

As with the CEO and top executive positions, compensation levels were higher for senior financial management executives in bonus-paying companies. Overall, bonus companies paid base salaries that were 31% higher than those paid by nonbonus companies. When bonuses were added to base salaries, average total compensation for senior financial management executives in bonus companies was 55% higher than in nonbonus companies. The greatest differential in average total compensation was reported for top tax executives in bonus companies, who were paid an average of 68% more than their counterparts in nonbonus companies. The smallest differential, 39%, was reported for top internal audit executives. Table 54 presents a comparison of average total compensation levels for senior financial management executives in bonus and nonbonus companies.

Comparisons Among Positions

Of the ten senior financial management positions studied, the highest level of total compensation was reported for the position of top financial relations executive. Average total pay for that position was approximately 8% higher than for the next highest paying position—top financial planning executive. These findings regarding the top financial relations executive position are similar to those reported in the last study. Also, as in the last report, the top credit and collection executive position received the lowest average total pay. This year it was 37% below that of the top financial relations executive position.

It is sometimes useful to compare the average total compensation of senior financial management executives to that of the top financial officer; this illustrates the pay relationships among the various senior financial management executives. The comparison is

made for each of the industry groups in Table 55. Top financial relations executives consistently received the highest average compensation compared to that of the other senior financial executives—ranging between 55% and 83% of the top financial officers' compensation.

In general, the ratio of senior financial management total compensation to that of the top financial officer is higher in smaller companies than in larger companies. This is because compensation for the top financial officer is more closely tied to company size than is compensation for other senior financial executives. As company size increases, top financial officer compensation increases accordingly, and the ratio declines.

Table 54
SENIOR FINANCIAL MANAGEMENT:
Comparison of average total compensation
(Bonus to nonbonus companies)

	INDEX *(Nonbonus companies = 1.00)*
Top Financial Relations Executive	1.58
Top General Accounting Executive	1.50
Top Tax Executive	1.68
Top Financial Planning Executive	1.59
Top Systems and Data Processing Executive	1.47
Top Budget Executive	1.45
Top Internal Audit Executive	1.39
Top Credit and Collection Executive	1.53
Corporate Risk Management Executive	1.40
Cash Management Executive	1.47

Table 55
SENIOR FINANCIAL MANAGEMENT:
Compensation as a percentage of top financial officer's compensation
(Top financial officer's compensation = 100%)

	Durable Goods Manufacturing Group	Nondurable Goods Manufacturing Group	Nonmanufacturing Group	Financial Services Group
Top Financial Relations Executive	55%	56%	58%	83%
Top General Accounting Executive	42	37	40	47
Top Tax Executive	53	53	53	61
Top Financial Planning Executive	54	52	53	69
Top Systems and Data Processing Executive	48	47	51	73
Top Budget Executive	41	34	39	43
Top Internal Audit Executive	42	38	42	49
Top Credit and Collection Executive	36	30	38	60
Corporate Risk Management Executive	42	36	39	48
Cash Management Executive	41	35	35	50

Comparisons by Region

Regional analyses of the compensation data are presented in index form for each of the industry groups in Tables 56 through 59. From a regional standpoint, senior financial management executives headquartered in the Northeast and the West tended to receive the highest average total compensation.

Additional data by industry are presented in Tables 60 through 401.

Table 56
SENIOR FINANCIAL MANAGEMENT—DURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $50 Million	.96	.96	*	.94	1.24	*	1.10
$50-100	.95	.85	1.07	*	*	*	1.13
$100-200	1.02	.86	.97	1.04	1.08	*	1.05
$200-500	1.05	.93	.98	.93	.87	1.07	1.22
$500-1 Billion	.99	.95	1.04	1.09	.91	*	1.11
$1-2	1.02	1.05	*	*	.95	1.04	.83
$2-5	1.09	.95	.90	*	*	*	.97
Over $5 Billion	1.23	.73	*	*	*	*	.92

Table 57
SENIOR FINANCIAL MANAGEMENT—NONDURABLE GOODS MANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $100 Million	.96	1.11	.99	1.08	*	*	*
$100-200	.94	1.01	1.13	*	*	*	.92
$200-500	1.08	.95	.93	.99	*	*	.99
$500-1 Billion	.96	.96	1.06	*	*	*	1.07
$1-2	1.04	1.07	.88	.92	*	*	.84
$2-5	1.10	1.03	.83	.71	.54	*	1.09
$5-10	1.15	.91	.86	1.05	*	*	*
Over $10 Billion	1.07	.83	.83	*	1.02	*	.92

* *Insufficient data*

Table 58
SENIOR FINANCIAL MANAGEMENT—NONMANUFACTURING GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

SALES VOLUME	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $25 Million	•	1.06	•	.76	•	•	•
$25-50	.89	•	.90	1.03	1.18	•	.94
$50-100	1.10	1.01	.86	.95	.96	•	1.07
$100-200	1.04	.89	.85	.83	1.21	•	1.09
$200-500	.96	.96	.94	.92	1.10	1.11	1.10
$500-1 Billion	.99	.92	1.00	.99	1.06	.97	1.10
$1-2	1.14	.88	.94	.93	.88	•	1.07
$2-5	.96	.98	.93	•	.99	1.25	1.32
$5-10	1.14	1.04	.89	.99	.97	.88	.96
Over $10 Billion	.92	1.21	•	•	•	•	•

Table 59
SENIOR FINANCIAL MANAGEMENT—FINANCIAL SERVICES GROUP:
Regional analysis of total compensation *(Average for each size category = 1.00)*

ASSETS	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Under $200 Million	1.10	1.02	.80	•	.67	•	.79
$200-500	.96	1.12	1.06	.83	•	•	1.18
$500-1 Billion	1.00	.93	1.01	•	.86	•	1.33
$1-2	.94	.84	1.04	•	1.30	•	•
$2-5	.97	1.29	.88	•	•	.87	1.14
$5-10	1.15	.93	.86	.97	1.11	•	.90
Over $10 Billion	.99	.88	.63	.84	1.03	•	1.24

• *Insufficient data*

Industry Group and Industry Tables for Parent Companies

This section contains tables comparing average compensation levels in bonus and nonbonus companies of various sizes. Also presented are the percentage of bonus-paying companies, the average ratio of bonus to base salary, and the number of companies reporting. (Note: The number of companies reporting is presented in the industry group tables only.)

For each industry group (durable goods manufacturing, nondurable goods manufacturing, nonmanufacturing, and financial services), data are presented for each of the 22 positions studied. Data for the 25 specific industries are presented for the CEO and top executive group. These specific industry compensation tables appear, in alphabetical order, directly following the data for the major industry group in which they belong, as follows:

Manufacturing Companies—Durable Goods
Basic Materials
Electrical Machinery
Fabricated Metal Products
Instruments
Machinery
Primary Metals
Transportation Equipment

Manufacturing Companies—Nondurable Goods
Chemicals
Food Products and Tobacco
Paper Products
Petroleum
Publishing
Textiles and Apparel

Nonmanufacturing Companies
Business Services
Communications
Construction and Contracting
Mining and Energy Extraction
Retail Sales
Transportation
Utilities
Wholesale Trade

Financial Services Companies
Banking (Commercial)
Banking (Thrift Institutions)
Insurance (Life)
Insurance (Property and Casualty)

In some instances, there were too few companies in a sales or assets range for reporting purposes. Thus, no data are reported for that range. However, the compensation data for companies in these sales or assets ranges are included in the "all levels" figures.

Manufacturing Group–Durable Goods

Table 60
CHIEF EXECUTIVE OFFICER

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $10 Million	$93,400	$15,300	$108,700	*	$98,200	*
$10-25	104,000	30,900	134,900	$124,400	109,000	$119,700
$25-50	132,900	24,100	157,000	*	142,100	*
$50-100	151,500	31,600	183,100	*	163,000	*
$100-200	202,800	71,700	274,500	*	213,400	*
$200-500	222,900	83,400	306,300	*	245,400	222,000
$500-1 Billion	302,900	142,400	445,300	*	316,100	*
$1-2	386,200	144,200	530,400	*	403,600	*
$2-5	407,200	205,800	613,000	*	437,900	*
Over $5 Billion	472,700	297,700	770,400	*	463,300	*
All Levels	**232,900**	**90,300**	**323,200**	**201,200**	**247,000**	**204,300**

Companies reporting: 311
Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 47

Table 61
CHIEF OPERATING OFFICER

Under $25 Million	$75,800	$10,000	$85,800	*	$90,400	*
$25-50	103,700	13,400	117,100	*	116,400	*
$50-100	117,200	21,600	138,800	*	125,000	*
$100-200	152,400	46,400	198,800	*	160,200	*
$200-500	167,800	63,800	231,600	*	188,500	*
$500-1 Billion	212,000	79,900	291,900	*	225,000	*
$1-2	247,900	125,700	373,600	*	274,100	*
$2-5	291,400	132,900	424,300	*	313,600	*
Over $5 Billion	339,300	200,600	539,900	*	340,700	*
All Levels	**185,500**	**71,200**	**256,700**	**$141,000**	**198,500**	**$164,900**

Companies reporting: 178
Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 47

†*Annual rate as of April 1984* **Insufficient data*

Table 62
TOP FINANCIAL OFFICER

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $10 Million	$49,500	$3,800	$53,300	*	$49,800	*
$10-25	53,600	7,400	61,000	$62,400	57,000	$68,700
$25-50	66,700	8,100	74,800	*	73,200	*
$50-100	78,200	17,500	95,700	*	84,900	87,100
$100-200	102,900	27,400	130,300	*	108,400	*
$200-500	115,300	34,800	150,100	*	125,700	*
$500-1 Billion	132,400	45,900	178,300	*	139,700	*
$1-2	160,800	47,100	207,900	*	170,300	*
$2-5	204,500	76,100	280,600	*	206,500	*
Over $5 Billion	195,800	119,200	315,000	*	202,100	*
All Levels	**109,800**	**32,700**	**142,500**	**80,700**	**117,900**	**87,200**

Companies reporting: 282

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 36

Table 63
TOP MARKETING EXECUTIVE

Under $25 Million	$58,500	$9,000	$67,500	$59,100	$63,400	$59,200
$25-50	72,400	9,100	81,500	*	76,700	*
$50-100	82,500	18,300	100,800	*	89,100	82,700
$100-200	78,500	19,700	98,200	*	82,700	*
$200-500	85,900	27,700	113,600	*	94,500	*
$500-1 Billion	97,100	26,700	123,800	*	100,300	*
$1-2	118,400	48,000	166,400	*	120,300	*
Over $2 Billion	147,200	95,000	242,200	*	160,600	*
All Levels	**85,000**	**24,400**	**109,400**	**68,500**	**91,100**	**69,300**

Companies reporting: 123

Percentage bonus-eligible executives: 86

Average bonus as a percentage of base salary: 35

†*Annual rate as of April 1984* **Insufficient data*

Table 64
TOP SALES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$46,500	$11,900	$58,400	$49,900	$49,700	$54,900
$25-50	51,500	10,600	62,100	*	56,800	*
$50-100	74,200	15,000	89,200	*	79,900	66,900
$100-200	75,000	12,800	87,800	*	77,700	*
$200-500	84,800	36,700	121,500	*	94,700	*
$500-1 Billion	105,900	27,000	132,900	*	108,100	*
Over $1 Billion	122,300	47,800	170,100	*	117,500	*
All Levels	**77,600**	**21,800**	**99,400**	**59,700**	**80,900**	**67,200**

Companies reporting: 113
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 41

Table 65
TOP MANUFACTURING EXECUTIVE

Under $25 Million	$50,400	$7,100	$57,500	$57,900	$53,100	$59,700
$25-50	64,900	7,300	72,200	*	70,500	60,900
$50-100	73,900	11,300	85,200	*	79,500	79,800
$100-200	84,100	18,100	102,200	*	91,600	*
$200-500	88,100	25,500	113,600	*	97,800	*
$500-1 Billion	108,100	39,700	147,800	*	112,500	*
$1-2	113,100	36,700	149,800	*	130,500	*
Over $2 Billion	132,200	68,800	201,000	*	134,900	*
All Levels	**84,700**	**21,100**	**105,800**	**71,500**	**89,500**	**75,700**

Companies reporting: 166
Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 34

Table 66
TOP HUMAN RESOURCES EXECUTIVE

Under $25 Million	$38,800	$2,400	$41,200	$36,100	$43,300	$38,900
$25-50	47,700	5,400	53,100	*	50,700	*
$50-100	54,100	4,500	58,600	*	55,400	41,300
$100-200	67,600	12,300	79,900	*	72,000	*
$200-500	69,400	17,400	86,800	66,300	74,500	72,200
$500-1 Billion	85,400	20,700	106,100	*	89,800	*
$1-2	97,600	31,200	128,800	*	105,000	*
$2-5	121,200	40,100	161,300	*	126,500	*
$5-10	127,800	51,000	178,800	*	138,200	*
All Levels	**79,000**	**20,200**	**99,200**	**52,200**	**80,800**	**52,100**

Companies reporting: 233
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 28

†*Annual rate as of April 1984* **Insufficient data*

Table 67
TOP STRATEGIC PLANNING EXECUTIVE

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$68,000	$17,200	$85,200	$58,800	$68,200	$66,700
$100-200	80,900	12,500	93,400	•	87,300	•
$200-500	78,600	27,800	106,400	•	83,800	•
$500-1 Billion	85,400	22,000	107,400	•	89,400	•
$1-2	100,600	16,600	117,200	•	107,700	•
$2-5	120,800	45,700	166,500	•	120,600	•
Over $5 Billion	131,400	62,000	193,400	•	115,800	•
All Levels	**94,100**	**29,000**	**123,100**	**57,500**	**95,900**	**64,200**

Companies reporting: 96
Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 32

Table 68
TOP LEGAL EXECUTIVE

Under $50 Million	$58,800	$6,500	$65,300	•	$66,700	•
$50-100	56,200	9,200	65,400	•	60,400	•
$100-200	73,600	13,500	87,100	•	78,800	•
$200-500	76,300	28,300	104,600	•	82,000	•
$500-1 Billion	101,600	29,700	131,300	•	108,600	•
$1-2	118,800	32,700	151,500	•	120,700	•
$2-5	139,900	48,500	188,400	•	143,100	•
$5-10	165,600	88,200	253,800	•	166,700	•
All Levels	**101,000**	**33,000**	**134,000**	**$84,600**	**104,300**	**$90,800**

Companies reporting: 162
Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 35

Table 69
TOP INTERNATIONAL EXECUTIVE

$25-50 Million	$61,800	$10,400	$72,200	•	$67,100	•
$50-100	87,400	24,200	111,600	•	88,800	•
$100-200	93,100	18,100	111,200	•	97,800	•
$200-500	76,200	20,600	96,800	•	83,000	$83,800
$500-1 Billion	85,700	18,300	104,000	•	88,700	•
$1-2	129,800	30,900	160,700	•	132,600	•
$2-5	136,300	53,000	189,300	•	142,200	•
Over $5 Billion	194,000	111,200	305,200	•	•	•
All Levels	**100,900**	**31,000**	**131,900**	**$71,900**	**102,400**	**76,000**

Companies reporting: 88
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 34

†*Annual rate as of April 1984* •*Insufficient data*

Table 70
CONTROLLER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $25 Million	$38,900	$3,800	$42,700	$37,100	$42,800	$40,900
$25-50	42,900	2,200	45,100	*	45,900	*
$50-100	53,600	6,800	60,400	47,000	56,700	49,600
$100-200	63,000	10,700	73,700	*	66,600	*
$200-500	68,800	17,400	86,200	64,200	74,100	68,800
$500-1 Billion	85,900	23,400	109,300	*	90,500	*
$1-2	97,400	26,100	123,500	*	102,100	*
$2-5	114,300	38,600	152,900	*	116,600	*
Over $5 Billion	154,500	68,600	223,100	*	120,100	*
All Levels	**76,100**	**19,200**	**95,300**	**49,600**	**77,900**	**52,600**

Companies reporting: 243
Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 28

Table 71
TREASURER

$25-50 Million	$49,200	$5,100	$54,300	*	$51,800	*
$50-100	58,600	7,800	66,400	*	61,300	*
$100-200	63,300	8,900	72,200	*	67,100	*
$200-500	64,000	16,500	80,500	*	68,900	*
$500-1 Billion	81,400	27,400	108,800	*	84,900	*
$1-2	90,500	18,600	109,100	*	97,700	*
$2-5	107,000	41,300	148,300	*	112,700	*
Over $5 Billion	124,000	55,600	179,600	*	111,300	*
All Levels	**78,600**	**22,200**	**100,800**	**$60,900**	**82,200**	**$61,000**

Companies reporting: 168
Percentage bonus-eligible executives: 96
Average bonus as a percentage of base salary: 32

Table 72
TOP FINANCIAL RELATIONS EXECUTIVE

$50-200 Million	$52,500	$1,700	$54,200	*	$56,300	*
$200-500	60,800	12,700	73,500	*	64,100	*
$500-1 Billion	58,100	10,900	69,000	*	61,600	*
$1-2	88,500	18,600	107,100	*	87,800	*
$2-5	63,200	11,000	74,200	*	63,900	*
Over $5 Billion	83,400	12,500	95,900	*	*	*
All Levels	**66,700**	**11,600**	**78,300**	*	**68,200**	*

Companies reporting: 61
Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 21

†*Annual rate as of April 1984* **Insufficient data*

Table 73
TOP GENERAL ACCOUNTING EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$36,200	$1,500	$37,700	$32,300	$39,300	$36,500
$50-100	42,400	3,600	46,000	34,300	45,700	31,100
$100-200	42,600	3,200	45,800	*	45,000	*
$200-500	45,300	7,800	53,100	43,300	48,000	49,900
$500-1 Billion	57,700	10,400	68,100	*	60,400	*
$1-2	65,400	11,700	77,100	*	67,600	*
$2-5	68,100	14,800	82,900	*	71,300	*
Over $5 Billion	82,700	22,000	104,700	*	*	*
All Levels	**52,500**	**8,400**	**60,900**	**38,900**	**54,500**	**41,400**

Companies reporting: 158
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 18

Table 74
TOP TAX EXECUTIVE

$25-50 Million	$36,100	$4,800	$40,900	*	$40,100	*
$50-100	42,200	2,600	44,800	*	43,600	*
$100-200	51,800	4,600	56,400	$43,900	50,800	$41,000
$200-500	48,200	8,700	56,900	41,200	52,100	43,500
$500-1 Billion	60,600	7,900	68,500	*	64,400	*
$1-2	79,900	15,400	95,300	*	83,600	*
$2-5	88,600	20,700	109,300	*	95,200	*
Over $5 Billion	111,700	33,500	145,200	*	103,100	*
All Levels	**65,900**	**12,300**	**78,200**	**43,300**	**67,600**	**47,300**

Companies reporting: 172
Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 22

Table 75
TOP FINANCIAL PLANNING EXECUTIVE

$50-200 Million	$48,500	$3,400	$51,900	*	$52,300	*
$200-500	57,000	5,600	62,600	*	59,000	*
$500-1 Billion	63,400	9,400	72,800	*	63,100	*
$1-2	69,200	12,700	81,900	*	72,300	*
Over $2 Billion	77,100	20,600	97,700	*	76,000	*
All Levels	**64,500**	**11,700**	**76,200**	*	**65,100**	**$55,100**

Companies reporting: 46
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 20

†*Annual rate as of April 1984* **Insufficient data*

Table 76
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$32,800	$1,400	$34,200	$36,000	$35,200	$39,800
$25-50	40,800	2,600	43,400	38,400	43,200	38,900
$50-100	46,700	3,900	50,600	40,600	49,600	44,200
$100-200	50,200	5,800	56,000	*	53,700	44,500
$200-500	55,700	11,100	66,800	49,200	59,700	49,100
$500-1 Billion	61,200	13,400	74,600	*	64,400	*
$1-2	75,700	14,600	90,300	*	79,400	*
$2-5	95,800	24,500	120,300	*	94,000	*
Over $5 Billion	100,800	24,300	125,100	*	*	*
All Levels	**60,100**	**10,800**	**70,900**	**43,300**	**62,600**	**45,900**

Companies reporting: 211
Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 21

Table 77
TOP BUDGET EXECUTIVE

$25-100 Million	*	*	*	$36,500	$36,200	$34,600
$100-200	$37,100	$2,100	$39,200	*	40,400	*
$200-500	36,400	4,600	41,000	42,200	42,700	45,300
$500-1 Billion	52,800	6,500	59,300	*	57,500	*
$1-2	66,100	5,500	71,600	*	69,700	*
Over $2 Billion	75,100	17,800	92,900	*	66,200	*
All Levels	**54,100**	**8,100**	**62,200**	**40,700**	**52,800**	**40,500**

Companies reporting: 53
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 18

Table 78
TOP INTERNAL AUDIT EXECUTIVE

$50-100 Million	$37,800	$3,600	$41,400	*	$38,600	*
$100-200	42,500	3,100	45,600	$35,600	43,200	$37,900
$200-500	44,100	7,100	51,200	43,700	46,500	47,300
$500-1 Billion	54,900	7,000	61,900	45,400	56,700	47,000
$1-2	62,800	9,900	72,700	*	65,200	*
$2-5	68,700	14,400	83,100	*	73,900	*
Over $5 Billion	84,000	20,100	104,100	*	78,100	*
All Levels	**54,200**	**8,600**	**62,800**	**41,800**	**56,000**	**44,400**

Companies reporting: 166
Percentage bonus-eligible executives: 78
Average bonus as a percentage of base salary: 18

†*Annual rate as of April 1984* **Insufficient data*

Table 79
TOP CREDIT AND COLLECTION EXECUTIVE

Companies reporting: 108
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 19

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$28,400	$900	$29,300	$24,900	$29,700	$27,100
$50-200	38,300	4,400	42,700	32,400	41,200	32,200
$200-500	42,100	6,600	48,700	37,100	44,800	39,200
$500-1 Billion	48,000	8,300	56,300	•	49,900	43,400
$1-2	54,800	12,300	67,100	•	56,900	•
$2-5	67,300	11,500	78,800	•	71,400	•
Over $5 Billion	74,400	20,400	94,800	•	•	•
All Levels	**47,700**	**8,000**	**55,700**	**34,000**	**48,500**	**35,900**

Table 80
CORPORATE RISK MANAGEMENT EXECUTIVE

Companies reporting: 118
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 19

Under $100 Million	•	•	•	$36,700	•	•
$100-200	$42,700	$6,300	$49,000	•	$45,500	•
$200-500	45,500	7,900	53,400	36,300	49,200	$37,600
$500-1 Billion	50,000	6,100	56,100	43,600	52,600	44,500
$1-2	58,700	7,500	66,200	•	61,100	•
$2-5	62,200	10,900	73,100	52,000	63,700	53,600
Over $5 Billion	77,100	17,400	94,500	•	•	•
All Levels	**54,800**	**8,600**	**63,400**	**42,300**	**56,000**	**44,200**

Table 81
CASH MANAGEMENT EXECUTIVE

Companies reporting: 86
Percentage bonus-eligible executives: 71
Average bonus as a percentage of base salary: 21

$50-200 Million	$51,200	$19,800	$71,000	•	$55,200	$36,000
$200-500	42,800	10,300	53,100	$39,700	44,800	41,000
$500-1 Billion	43,100	4,100	47,200	•	44,600	44,100
$1-2	56,400	8,700	65,100	38,200	57,900	38,900
$2-5	58,200	7,300	65,500	•	60,800	•
$5-10	65,600	13,000	78,600	•	69,500	•
All Levels	**53,800**	**9,400**	**63,200**	**40,200**	**53,600**	**41,600**

†*Annual rate as of April 1984* •*Insufficient data*

Basic Materials

Table 82
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 51

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$96,600	$38,800	$135,400	*	$111,000	*
$50-100	126,400	47,500	173,900	*	134,700	*
$100-500	218,400	79,300	297,700	*	241,900	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	414,500	216,600	631,100	*	424,200	*
All Levels	**213,400**	**88,300**	**301,700**	**$241,200**	**238,300**	**$252,800**

Table 83
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 52

$25-50 Million	$97,100	$14,900	$112,000	*	$119,300	*
$50-100	88,000	39,700	127,700	*	98,200	*
$100-500	168,900	68,500	237,400	*	188,600	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	262,000	141,200	403,200	*	275,000	*
All Levels	**171,500**	**75,900**	**247,400**	*	**182,200**	*

Table 84
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 96
Average bonus as a percentage of base salary: 39

Under $50 Million	$58,900	$9,800	$68,700	*	$68,200	*
$50-100	74,000	29,000	103,000	*	79,700	*
$100-500	110,300	37,200	147,500	*	118,900	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	168,400	68,200	236,600	*	185,700	*
All Levels	**103,400**	**34,200**	**137,600**	*	**112,700**	*

Table 85
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 47

Under $100 Million	$61,000	$19,900	$80,900	*	$70,400	*
$100-500	102,200	37,500	139,700	*	110,700	*
All Levels	**90,600**	**40,800**	**131,400**	*	**91,000**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 86
TOP SALES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$47,400	$14,900	$62,300	*	$49,000	*
$50-100	77,400	15,300	92,700	*	82,700	*
$100-200	*	*	*	*	*	*
Over $200 Million	105,300	50,200	155,500	*	101,600	*
All Levels	**75,200**	**27,300**	**102,500**	*	**75,000**	*

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 37

Table 87
TOP MANUFACTURING EXECUTIVE

Under $50 Million	$55,900	$15,900	$71,800	*	$58,600	*
$50-100	59,000	15,900	74,900	*	63,900	*
$100-500	94,200	27,900	122,100	*	99,300	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	123,000	63,200	186,200	*	*	*
All Levels	**81,200**	**28,700**	**109,900**	*	**85,500**	*

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 44

Table 88
TOP HUMAN RESOURCES EXECUTIVE

Under $50 Million	$43,200	$9,400	$52,600	*	$44,900	*
$50-200	64,800	13,600	78,400	*	70,600	*
$200-500	66,900	21,600	88,500	*	72,300	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	104,300	40,200	144,500	*	109,800	*
All Levels	**73,800**	**23,600**	**97,400**	*	**78,700**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 37

Table 89
TOP STRATEGIC PLANNING EXECUTIVE

$100-500 Million	$57,200	$7,300	$64,500	*	$61,500	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	96,300	34,600	130,900	*	102,700	*
All Levels	**78,500**	**21,800**	**100,300**	*	**86,100**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 29

†*Annual rate as of April 1984* **Insufficient data*

Table 90
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$100-500 Million	$68,700	$16,500	$85,200	*	$73,100	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	138,400	55,400	193,800	*	143,800	*
All Levels	**100,500**	**33,500**	**134,000**	*	**100,400**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 35

Table 91
TOP INTERNATIONAL EXECUTIVE

$100-500 Million	$84,300	$25,700	$110,000	*	$89,000	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	144,100	53,800	197,900	*	128,800	*
All Levels	**116,000**	**40,700**	**156,700**	*	**108,600**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 30

Table 92
CONTROLLER

Under $50 Million	$36,000	$2,500	$38,500	*	$38,500	*
$50-200	53,100	14,600	67,700	*	55,900	*
$200-500	74,500	20,100	94,600	*	78,200	*
$500-1 Billion	*	*	*	*	*	*
$1-2	95,400	25,600	121,000	*	98,100	*
Over $2 Billion	116,400	40,500	156,900	*	120,100	*
All Levels	**74,600**	**20,300**	**94,900**	*	**75,600**	*

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 27

Table 93
TREASURER

$100-500 Million	$63,500	$16,900	$80,400	*	$67,500	*
$500-1 Billion	*	*	*	*	*	*
$1-2	97,200	28,300	125,500	*	99,000	*
Over $2 Billion	110,900	42,000	152,900	*	116,300	*
All Levels	**81,700**	**23,800**	**105,500**	*	**84,500**	*

Percentage bonus-eligible executives: 96
Average bonus as a percentage of base salary: 30

†*Annual rate as of April 1984* **Insufficient data*

Electrical Machinery

Table 94
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 93

Average bonus as a percentage of base salary: 50

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$130,600	$28,800	$159,400	*	$143,000	*
$50-100	170,100	44,000	214,100	*	177,000	*
$100-200	217,400	124,700	342,100	*	222,700	*
$200-500	193,700	56,500	250,200	*	209,600	*
$500-1 Billion	314,200	94,600	408,800	*	335,700	*
$1-5	369,600	238,100	607,700	*	398,800	*
All Levels	**231,800**	**109,300**	**341,100**	*	**236,400**	*

Table 95
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 93

Average bonus as a percentage of base salary: 46

Under $100 Million	$125,400	$26,400	$151,800	*	$138,900	*
$100-500	141,700	45,700	187,400	*	157,400	*
$500-1 Billion	*	*	*	*	*	*
$1-5	298,300	170,600	468,900	*	340,800	*
All Levels	**194,700**	**78,100**	**272,800**	*	**205,100**	*

Table 96
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 96

Average bonus as a percentage of base salary: 36

Under $50 Million	$68,400	$11,500	$79,900	*	$73,100	*
$50-100	77,300	19,200	96,500	*	81,300	*
$100-200	102,600	34,900	137,500	*	108,900	*
$200-500	104,000	25,800	129,800	*	110,800	*
$500-1 Billion	159,300	57,400	216,700	*	167,200	*
All Levels	**107,600**	**35,400**	**143,000**	*	**114,700**	*

Percentage bonus-eligible executives: 86

Average bonus as a percentage of base salary: 27

Table 97
TOP MARKETING EXECUTIVE

Under $100 Million	$67,400	$9,200	$76,600	*	$71,800	*
$100-500	84,500	23,100	107,600	*	89,300	*
All Levels	**84,300**	**21,700**	**106,000**	*	**88,900**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 98
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 30

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$59,300	$8,500	$67,800	*	$65,600	*
$100-500	72,100	23,300	95,400	*	80,500	*
All Levels	**77,100**	**20,900**	**98,000**	*	**83,100**	*

Table 99
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 34

Under $100 Million	$65,300	$8,200	$73,500	*	$70,900	*
$100-500	87,100	30,600	117,700	*	94,100	*
Over $500 Million	102,600	36,500	139,100	*	115,300	*
All Levels	**81,900**	**23,100**	**105,000**	*	**87,700**	*

Table 100
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 29

Under $100 Million	$49,200	$4,400	$53,600	*	$53,700	*
$100-200	64,100	12,400	76,500	*	67,700	*
$200-500	73,700	16,300	90,000	*	80,300	*
$500-1 Billion	105,100	23,800	128,900	*	112,800	*
$1-2	104,800	37,100	141,900	*	111,800	*
$2-5	122,500	55,500	178,000	*	131,800	*
All Levels	**88,800**	**28,700**	**117,500**	*	**84,400**	*

Table 101
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 93

Average bonus as a percentage of base salary: 35

$100-500 Million	$90,000	$12,800	$102,800	*	$98,200	*
$500-1 Billion	*	*	*	*	*	*
Over $1 Billion	135,700	77,600	213,300	*	105,100	*
All Levels	**106,900**	**39,900**	**146,800**	*	**98,800**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 102
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$55,100	$9,900	$65,000	*	$58,800	*
$100-500	70,200	16,300	86,500	*	75,300	*
$500-1 Billion	109,600	29,000	138,600	*	121,400	*
$1-5	128,200	42,600	170,800	*	125,500	*
All Levels	**104,500**	**36,900**	**141,400**	*	**97,800**	*

Percentage bonus-eligible executives: 97

Average bonus as a percentage of base salary: 35

Table 103
TOP INTERNATIONAL EXECUTIVE

Under $500 Million	$68,000	$4,400	$72,400	*	$71,100	*
$500-1 Billion	*	*	*	*	*	*
$1-5	147,800	46,100	193,900	*	154,200	*
All Levels	**135,800**	**53,700**	**189,500**	*	**109,600**	*

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 33

Table 104
CONTROLLER

Under $100 Million	$46,000	$5,700	$51,700	*	$52,500	*
$100-200	66,200	13,200	79,400	*	70,500	*
$200-500	66,400	16,300	82,700	*	71,900	*
$500-1 Billion	90,600	21,500	112,100	*	98,100	*
$1-5	108,000	44,300	152,300	*	111,100	*
All Levels	**82,600**	**26,900**	**109,500**	*	**79,600**	*

Percentage bonus-eligible executives: 95

Average bonus as a percentage of base salary: 30

Table 105
TREASURER

$100-500 Million	$59,500	$15,500	$75,000	*	$64,400	*
$500-1 Billion	89,900	18,700	108,600	*	96,700	*
$1-5	99,900	34,300	134,200	*	107,300	*
All Levels	**86,800**	**29,800**	**116,600**	*	**84,800**	*

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 33

†*Annual rate as of April 1984* **Insufficient data*

Fabricated Metal Products

Table 106
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 35

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$133,800	$14,100	$147,900	*	$140,100	*
$100-200	227,700	68,700	296,400	*	245,000	*
$200-500	220,500	73,800	294,300	*	239,000	*
All Levels	**198,400**	**54,700**	**253,100**	**$207,600**	**200,800**	**$210,300**

Table 107
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 39

Under $100 Million	$105,600	$17,900	$123,500	*	$114,400	*
$100-500	164,900	46,200	211,100	*	176,900	*
All Levels	**162,700**	**54,400**	**217,100**	*	**163,900**	*

Table 108
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 27

Under $50 Million	$64,200	$6,000	$70,200	*	$67,700	*
$50-200	93,400	20,100	113,500	*	100,500	*
$200-500	101,200	18,200	119,400	*	109,100	*
$500-2 Billion	116,700	20,600	137,300	*	122,300	*
All Levels	**92,400**	**20,800**	**113,200**	*	**93,000**	**$95,400**

Table 109
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 29

Under $100 Million	$81,100	$9,700	$90,800	*	$84,900	*
$100-500	75,700	30,400	106,100	*	82,100	*
All Levels	**78,600**	**16,500**	**95,100**	*	**83,900**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 110
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 29

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$52,700	$9,600	$62,300	*	$57,400	*
Over $50 Million	76,900	18,700	95,600	*	*	*
All Levels	**63,700**	**13,800**	**77,500**	*	**61,800**	*

Table 111
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 21

Under $50 Million	$61,200	$2,000	$63,200	*	$64,500	*
$50-200	91,100	18,600	109,700	*	101,600	*
All Levels	**76,900**	**11,200**	**88,100**	**$65,200**	**81,200**	**$74,000**

Table 112
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 81
Average bonus as a percentage of base salary: 20

Under $50 Million	$46,100	$4,500	$50,600	*	$48,900	*
$50-200	73,000	10,900	83,900	*	76,200	*
$200-500	62,800	10,000	72,800	*	67,300	*
All Levels	**68,200**	**14,100**	**82,300**	**$48,400**	**68,500**	**$50,400**

Table 113
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 24

$100-500 Million	$82,100	$18,700	$100,800	*	$86,200	*
All Levels	**85,300**	**23,500**	**108,800**	*	**78,500**	*

Table 114
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 28

$100-500 Million	$83,900	$16,000	$99,900	*	$88,700	*
Over $500 Million	126,500	40,800	167,300	*	122,000	*
All Levels	**100,800**	**26,700**	**127,500**	*	**99,400**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 115
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 77

Average bonus as a percentage of base salary: 36

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-500 Million	$101,800	$16,800	$118,600	*	$106,800	*
All Levels	**82,300**	**15,900**	**98,200**	*	**91,700**	*

Table 116
CONTROLLER

Percentage bonus-eligible executives: 86

Average bonus as a percentage of base salary: 21

Under $50 Million	$48,300	$2,100	$50,400	*	$48,600	*
$50-200	56,200	5,500	61,700	*	58,600	*
$200-500	62,400	10,800	73,200	*	68,700	*
$500-2 Billion	79,300	15,500	94,800	*	82,900	*
All Levels	**64,700**	**11,900**	**76,600**	*	**64,100**	**$59,300**

Table 117
TREASURER

Percentage bonus-eligible executives: 88

Average bonus as a percentage of base salary: 22

$100-500 Million	$57,500	$7,300	$64,800	*	$60,800	*
$500-2 Billion	64,200	7,500	71,700	*	68,800	*
All Levels	**60,400**	**12,600**	**73,000**	*	**60,600**	*

†*Annual rate as of April 1984* **Insufficient data*

Instruments

Table 118
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $100 Million	$136,500	$32,800	$169,300	*	$149,100	*
$100-200	197,700	53,400	251,100	*	206,900	*
$200-500	220,800	121,100	341,900	*	249,900	*
Over $500 Million	307,400	128,800	436,200	*	*	*
All Levels	**197,700**	**73,700**	**271,400**	*	**207,700**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 38

Table 119
CHIEF OPERATING OFFICER

Under $200 Million	$130,200	$37,600	$167,800	*	$146,200	*
$200-500	166,800	104,000	270,800	*	194,200	*
All Levels	**160,400**	**63,600**	**224,000**	*	**168,700**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 40

Table 120
TOP FINANCIAL OFFICER

$50-100 Million	$84,600	$19,800	$104,400	*	$95,200	*
$100-200	114,700	26,600	141,300	*	120,700	*
$200-500	116,500	56,700	173,200	*	126,500	*
Over $500 Million	136,400	43,400	179,800	*	*	*
All Levels	**103,000**	**30,900**	**133,900**	*	**108,500**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 31

Table 121
TOP MARKETING EXECUTIVE

Under $500 Million	$78,300	$26,900	$105,200	*	$83,300	*
All Levels	**91,300**	**36,100**	**127,400**	*	**83,300**	*

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 42

†*Annual rate as of April 1984* **Insufficient data*

Table 122
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 74

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$87,500	$22,500	$110,000	*	$87,800	*
All Levels	**80,300**	**28,400**	**108,700**	*	**81,000**	*

Table 123
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 29

Under $100 Million	$67,300	$12,100	$79,400	*	$70,400	*
$100-500	76,900	20,300	97,200	*	75,400	*
All Levels	**72,700**	**16,700**	**89,400**	*	**72,200**	*

Table 124
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 25

Under $100 Million	$48,500	$4,300	$52,800	*	$50,300	*
$100-200	69,200	14,900	84,100	*	72,900	*
$200-500	67,600	25,800	93,400	*	74,800	*
Over $500 Million	84,200	25,100	109,300	*	*	*
All Levels	**66,100**	**16,500**	**82,600**	*	**68,400**	*

Table 125
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 38

$50-200 Million	$72,900	$16,500	$89,400	*	$80,700	*
Over $200 Million	98,400	50,400	148,800	*	95,300	*
All Levels	**86,700**	**34,800**	**121,500**	*	**88,600**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 126
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Percentage bonus-eligible executives: 94						
Average bonus as a percentage of base salary: 32						
$50-200 Million	$81,100	$14,500	$95,600	*	$89,500	*
$200-500	64,300	22,400	86,700	*	70,100	*
All Levels	**83,600**	**26,400**	**110,000**	*	**87,700**	*

Table 127
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 100						
Average bonus as a percentage of base salary: 37						
Under $500 Million	$83,800	$24,700	$108,500	*	$90,400	*
All Levels	**91,400**	**27,100**	**118,500**	*	**95,400**	*

Table 128
CONTROLLER

Percentage bonus-eligible executives: 93						
Average bonus as a percentage of base salary: 30						
Under $100 Million	$50,500	$7,200	$57,700	*	$55,600	*
$100-200	74,100	15,600	89,700	*	76,900	*
$200-500	77,100	33,400	110,500	*	86,200	*
All Levels	**72,300**	**21,700**	**94,000**	*	**77,100**	*

Table 129
TREASURER

Percentage bonus-eligible executives: 100						
Average bonus as a percentage of base salary: 28						
$50-200 Million	$60,500	$10,200	$70,700	*	$63,200	*
$200-500	68,800	26,400	95,200	*	73,800	*
Over $500 Million	89,500	26,000	115,500	*	*	*
All Levels	**71,200**	**20,300**	**91,500**	*	**75,500**	*

†*Annual rate as of April 1984* **Insufficient data*

Machinery

Table 130
CHIEF EXECUTIVE OFFICER

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$99,500	$35,300	$134,800	$108,000	$100,000	$115,400
$25-50	145,400	9,200	154,600	*	147,400	*
$50-100	169,500	21,400	190,900	*	183,400	*
$100-200	176,300	9,500	185,800	*	188,400	*
$200-500	234,900	88,700	323,600	*	257,100	*
$500-1 Billion	327,100	224,300	551,400	*	339,500	*
Over $1 Billion	403,500	166,900	570,400	*	434,500	*
All Levels	**230,700**	**84,600**	**315,300**	**127,400**	**242,400**	**142,300**

Percentage bonus-eligible executives: 87

Average bonus as a percentage of base salary: 51

Table 131
CHIEF OPERATING OFFICER

Under $100 Million	$116,700	$5,500	$122,200	*	$122,400	*
$100-500	178,500	43,900	222,400	*	205,300	*
Over $500 Million	246,900	140,300	387,200	*	257,400	*
All Levels	**178,400**	**59,000**	**237,400**	*	**194,100**	*

Percentage bonus-eligible executives: 94

Average bonus as a percentage of base salary: 47

Table 132
TOP FINANCIAL OFFICER

Under $50 Million	$65,500	$800	$66,300	$71,600	$68,600	$76,600
$50-200	80,800	11,700	92,500	*	87,000	*
$200-500	130,700	33,800	164,500	*	146,800	*
$500-1 Billion	128,900	50,500	179,400	*	140,600	*
Over $1 Billion	207,000	79,000	286,000	*	214,900	*
All Levels	**114,500**	**31,000**	**145,500**	**75,800**	**121,000**	**78,800**

Percentage bonus-eligible executives: 82

Average bonus as a percentage of base salary: 42

†*Annual rate as of April 1984* **Insufficient data*

Table 133
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 31

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$78,600	$6,400	$85,000	$66,800	$81,800	$61,900
$50-100	85,500	17,500	103,000	*	88,500	*
$100-500	79,900	15,900	95,800	*	89,700	*
All Levels	**82,500**	**13,000**	**95,500**	**74,300**	**88,000**	**75,900**

Table 134
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 63
Average bonus as a percentage of base salary: 69

Under $100 Million	$59,000	$10,000	$69,000	$55,500	$62,200	$69,900
$100-500	81,300	32,700	114,000	*	93,100	*
All Levels	**80,600**	**24,200**	**104,800**	**59,500**	**86,900**	**73,900**

Table 135
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 78
Average bonus as a percentage of base salary: 31

Under $25 Million	$47,800	$2,700	$50,500	*	$49,000	$55,900
$25-100	79,500	6,900	86,400	*	81,200	*
$100-500	81,400	10,100	91,500	*	93,300	*
$500-1 Billion	123,900	50,600	174,500	*	128,000	*
All Levels	**88,800**	**18,600**	**107,400**	**$68,600**	**90,100**	**68,500**

Table 136
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 26

Under $50 Million	$42,600	$1,700	$44,300	*	$45,800	*
$50-200	66,100	5,400	71,500	*	64,100	*
$200-500	72,200	14,700	86,900	*	75,200	*
$500-1 Billion	86,300	22,000	108,300	*	90,900	*
Over $1 Billion	130,500	41,100	171,600	*	133,300	*
All Levels	**78,300**	**16,500**	**94,800**	**$47,600**	**77,200**	**$46,800**

†*Annual rate as of April 1984* **Insufficient data*

Table 137
TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $500 Million	$77,800	$22,700	$100,500	*	$84,800	*
$500-1 Billion	94,300	28,200	122,500	*	97,000	*
Over $1 Billion	125,400	40,100	165,500	*	138,500	*
All Levels	**100,100**	**30,700**	**130,800**	*	**105,600**	*

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 32

Table 138
TOP LEGAL EXECUTIVE

Under $200 Million	$56,800	$5,000	$61,800	*	$63,600	*
$200-500	92,900	58,400	151,300	*	100,100	*
$500-1 Billion	103,200	34,500	137,700	*	111,200	*
Over $1 Billion	135,800	40,700	176,500	*	138,200	*
All Levels	**97,500**	**33,900**	**131,400**	*	**103,700**	*

Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 37

Table 139
TOP INTERNATIONAL EXECUTIVE

Under $100 Million	$63,700	$6,700	$70,400	*	$73,800	*
$100-500	83,300	17,200	100,500	*	89,500	*
All Levels	**82,100**	**14,800**	**96,900**	*	**86,600**	*

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 30

Table 140
CONTROLLER

Under $50 Million	$45,600	$2,700	$48,300	$36,800	$46,700	$39,400
$50-100	65,600	3,700	69,300	*	62,700	*
$100-200	53,700	4,600	58,300	*	58,000	*
$200-500	65,500	13,200	78,700	*	72,000	*
$500-1 Billion	91,500	24,500	116,000	*	97,500	*
Over $1 Billion	114,800	30,300	145,100	*	120,200	*
All Levels	**75,700**	**14,700**	**90,400**	**40,200**	**77,700**	**44,300**

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 25

†*Annual rate as of April 1984* **Insufficient data*

Table 141
TREASURER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $100 Million	$56,400	$4,900	$61,300	*	$58,600	*
$100-500	67,300	7,900	75,200	*	73,800	*
$500-1 Billion	86,800	50,000	136,800	*	90,700	*
Over $1 Billion	96,300	18,600	114,900	*	110,400	*
All Levels	**75,900**	**20,500**	**96,400**	*	**81,400**	*

Percentage bonus-eligible executives: 97

Average bonus as a percentage of base salary: 40

†*Annual rate as of April 1984* **Insufficient data*

Primary Metals §

Table 142
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 47

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$144,000	$13,700	$157,700	*	$161,400	*
$100-500	220,100	92,100	312,200	*	228,800	*
$500-1 Billion	285,100	98,400	383,500	*	285,100	*
Over $1 Billion	397,700	55,100	452,800	*	425,900	*
All Levels	**286,300**	**64,000**	**350,300**	*	**297,600**	*

Table 143
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 46

Under $500 Million	$138,300	$56,400	$194,700	*	$143,200	*
$500-2 Billion	215,300	51,800	267,100	*	228,600	*
Over $2 Billion	283,600	29,200	312,800	*	314,000	*
All Levels	**216,700**	**45,200**	**261,900**	*	**228,600**	*

Table 144
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 35

$100-500 Million	$111,300	$38,400	$149,700	*	$116,000	*
$500-1 Billion	120,200	28,400	148,600	*	122,200	*
Over $1 Billion	172,600	12,300	184,900	*	183,200	*
All Levels	**125,000**	**21,700**	**146,700**	*	**134,600**	*

Table 145
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 23

Under $200 Million	$71,700	$13,300	$85,000	*	$79,800	*
Over $200 Million	86,600	15,700	102,300	*	*	*
All Levels	**78,500**	**14,400**	**92,900**	*	**80,600**	*

Table 146
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 26

Over $200 Million	$89,500	$22,400	$111,900	*	$89,600	*
All Levels	**83,000**	**17,800**	**100,800**	*	**84,200**	*

§The following position was omitted because of insufficient data: top international executive.
†Annual rate as of April 1984 **Insufficient data*

Table 147
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 32

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$90,000	$24,200	$114,200	•	$111,000	•
Over $500 Million	108,400	27,500	135,900	•	•	•
All Levels	**99,200**	**25,900**	**125,100**	•	**104,800**	•

Table 148
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 18

$100-500 Million	$69,500	$10,500	$80,000	•	$73,800	•
$500-1 Billion	82,000	15,500	97,500	•	82,000	•
Over $1 Billion	115,300	4,400	119,700	•	114,100	•
All Levels	**86,100**	**8,400**	**94,500**	•	**87,400**	•

Table 149
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 24

Under $1 Billion	$70,400	$15,500	$85,900	•	$77,500	•
Over $1 Billion	116,700	11,500	128,200	•	123,400	•
All Levels	**93,600**	**13,500**	**107,100**	•	**96,600**	•

Table 150
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 94
Average bonus as a percentage of base salary: 29

Under $1 Billion	$88,700	$21,600	$110,300	•	$88,900	•
Over $1 Billion	134,500	2,300	136,800	•	133,600	•
All Levels	**110,100**	**12,600**	**122,700**	•	**111,200**	•

Table 151
CONTROLLER

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 22

$100-500 Million	$63,700	$8,800	$72,500	•	$66,700	•
$500-2 Billion	83,700	14,100	97,800	•	86,300	•
Over $2 Billion	96,700	7,700	104,400	•	108,000	•
All Levels	**73,500**	**9,100**	**82,600**	•	**78,800**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 152
TREASURER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$100-500 Million	$71,500	$11,900	$83,400	*	$74,800	*
$500-2 Billion	86,000	7,700	93,700	*	89,600	*
Over $2 Billion	91,300	7,600	98,900	*	103,300	*
All Levels	**81,900**	**9,800**	**91,700**	*	**89,100**	*

Percentage bonus-eligible executives: 94

Average bonus as a percentage of base salary: 22

†*Annual rate as of April 1984* **Insufficient data*

Transportation Equipment §

Table 153
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $50 Million	$97,200	$28,000	$125,200	*	$100,900	*
$50-200	167,200	33,700	200,900	*	*	*
$200-500	*	*	*	*	246,300	*
$500-1 Billion	314,400	153,900	468,300	*	321,100	*
Over $1 Billion	432,800	272,400	705,200	*	450,900	*
All Levels	**291,700**	**142,800**	**434,500**	*	**302,500**	*

Percentage bonus-eligible executives: 97

Average bonus as a percentage of base salary: 56

Table 154
CHIEF OPERATING OFFICER

Under $500 Million	$120,300	$22,600	$142,900	*	$124,900	*
$500-1 Billion	187,400	95,400	282,800	*	195,400	*
Over $1 Billion	303,300	183,100	486,400	*	320,500	*
All Levels	**223,400**	**116,400**	**339,800**	*	**220,900**	*

Percentage bonus-eligible executives: 95

Average bonus as a percentage of base salary: 57

Table 155
TOP FINANCIAL OFFICER

Under $50 Million	$54,900	$14,600	$69,500	*	$59,400	*
$50-100	*	*	*	*	*	*
$100-500	107,200	14,500	121,700	*	113,400	*
$500-1 Billion	134,300	61,300	195,600	*	139,000	*
Over $1 Billion	194,800	102,600	297,400	*	205,300	*
All Levels	**132,000**	**53,700**	**185,700**	*	**137,900**	*

Percentage bonus-eligible executives: 96

Average bonus as a percentage of base salary: 44

Table 156
TOP MARKETING EXECUTIVE

Under $500 Million	$63,400	$8,100	$71,500	*	$67,700	*
Over $500 Million	131,400	79,600	211,000	*	*	*
All Levels	**91,700**	**37,900**	**129,600**	*	**89,900**	*

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 43

§The following position was omitted because of insufficient data: top strategic planning executive.
*†Annual rate as of April 1984 *Insufficient data*

Table 157
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 24

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $1 Billion	$75,700	$14,400	$90,100	*	$78,200	*
All Levels	**84,600**	**13,000**	**97,600**	*	**78,200**	*

Table 158
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 40

Under $500 Million	$65,800	$4,200	$70,000	*	$69,600	*
Over $500 Million	137,600	50,600	188,200	*	125,700	*
All Levels	**96,600**	**24,100**	**120,700**	*	**93,600**	*

Table 159
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 96
Average bonus as a percentage of base salary: 33

Under $200 Million	$55,400	$6,500	$61,900	*	$58,800	*
$200-500	68,900	11,900	80,800	*	75,100	*
$500-1 Billion	86,900	30,200	117,100	*	88,600	*
Over $1 Billion	110,000	39,800	149,800	*	109,400	*
All Levels	**87,100**	**26,300**	**113,400**	*	**88,300**	*

Table 160
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 41

$100-500 Million	$76,900	$23,000	$99,900	*	$84,300	*
$500-1 Billion	93,000	31,000	124,000	*	98,100	*
Over $1 Billion	132,600	70,600	203,200	*	138,800	*
All Levels	**109,200**	**49,000**	**158,200**	*	**115,300**	*

Table 161
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 56

Over $500 Million	$110,500	$67,500	$178,000	*	*	*
All Levels	**110,500**	**67,500**	**178,000**	*	*	*

†*Annual rate as of April 1984* **Insufficient data*

Table 162
CONTROLLER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $500 Million	$53,900	$5,700	$59,600	*	$57,500	*
$500-1 Billion	80,500	27,900	108,400	*	81,200	*
Over $1 Billion	119,900	45,700	165,600	*	110,400	*
All Levels	**84,200**	**25,500**	**109,700**	*	**82,500**	*

Percentage bonus-eligible executives: 96

Average bonus as a percentage of base salary: 33

Table 163
TREASURER

$100-500 Million	$56,700	$8,900	$65,600	*	$59,800	*
$500-1 Billion	79,900	25,200	105,100	*	80,200	*
Over $1 Billion	106,400	49,000	155,400	*	108,200	*
All Levels	**85,600**	**31,600**	**117,200**	*	**87,700**	*

Percentage bonus-eligible executives: 96

Average bonus as a percentage of base salary: 41

†*Annual rate as of April 1984* **Insufficient data*

Manufacturing Group—Nondurable Goods

Table 164
CHIEF EXECUTIVE OFFICER

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$115,900	$31,200	$147,100	*	$115,200	*
$25-50	141,700	30,700	172,400	*	147,100	*
$50-100	141,300	60,800	202,100	*	152,500	*
$100-200	182,500	92,200	274,700	*	195,100	*
$200-500	233,000	107,900	340,900	$183,300	249,400	$192,800
$500-1 Billion	310,400	126,600	437,000	*	333,100	*
$1-2	335,600	138,100	473,700	*	373,600	*
$2-5	415,200	240,300	655,500	*	444,000	*
$5-10	526,900	410,600	937,500	*	562,500	*
Over $10 Billion	602,400	323,200	925,600	*	*	*
All Levels	**295,800**	**147,900**	**443,700**	**215,900**	**297,300**	**226,800**

Companies reporting: 196

Percentage bonus-eligible executives: 88

Average bonus as a percentage of base salary: 57

Table 165
CHIEF OPERATING OFFICER

Under $50 Million	$91,700	$26,300	$118,000	*	$105,800	*
$50-100	109,000	47,700	156,700	*	119,800	*
$100-200	129,600	78,700	208,300	*	138,300	*
$200-500	178,300	80,700	259,000	*	193,900	*
$500-1 Billion	187,300	157,100	344,400	*	207,600	*
$1-2	256,000	115,000	371,000	*	272,900	*
$2-5	304,200	151,400	455,600	*	322,600	*
$5-10	375,000	274,000	649,000	*	401,700	*
Over $10 Billion	466,300	249,000	715,300	*	*	*
All Levels	**218,400**	**117,400**	**335,800**	**$158,300**	**220,600**	**$161,200**

Companies reporting: 117

Percentage bonus-eligible executives: 93

Average bonus as a percentage of base salary: 63

†*Annual rate as of April 1984* **Insufficient data*

Table 166
TOP FINANCIAL OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $25 Million	$61,500	$19,200	$80,700	•	$61,100	•
$25-50	61,300	17,600	78,900	•	67,000	•
$50-100	76,500	28,500	105,000	•	84,800	•
$100-200	90,600	37,700	128,300	•	96,900	•
$200-500	108,900	42,500	151,400	•	116,400	$81,700
$500-1 Billion	122,000	43,100	165,100	•	131,800	•
$1-2	163,000	60,600	223,600	•	178,000	•
$2-5	182,000	87,700	269,700	•	192,700	•
$5-10	226,800	159,500	386,300	•	247,400	•
Over $10 Billion	267,200	115,800	383,000	•	•	•
All Levels	**131,700**	**55,600**	**187,300**	**$83,200**	**133,400**	**85,400**

Companies reporting: 180
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 47

Table 167
TOP MARKETING EXECUTIVE

Under $25 Million	$65,200	$24,900	$90,100	•	$71,300	•
$25-50	75,300	9,100	84,400	•	78,400	•
$50-100	77,000	27,600	104,600	•	85,000	•
$100-200	89,500	31,700	121,200	•	94,000	•
$200-500	100,400	28,900	129,300	•	105,600	•
$500-1 Billion	100,700	21,100	121,800	•	106,700	•
$1-5	120,800	35,500	156,300	•	122,900	•
Over $5 Billion	204,500	95,700	300,200	•	217,300	•
All Levels	**103,500**	**33,400**	**136,900**	**$107,100**	**106,400**	**$103,500**

Companies reporting: 91
Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 42

†*Annual rate as of April 1984* •*Insufficient data*

Table 168
TOP SALES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$62,500	$11,700	$74,200	*	$68,100	*
$50-100	74,200	25,700	99,900	*	82,000	*
$100-200	79,200	32,000	111,200	$81,600	83,900	$85,600
$200-500	90,800	26,600	117,400	*	97,700	*
$500-1 Billion	*	*	*	*	77,000	*
$1-2	109,400	28,500	137,900	*	114,000	*
Over $2 Billion	133,600	56,700	190,300	*	141,300	*
All Levels	**90,000**	**29,000**	**119,000**	**83,400**	**95,100**	**89,300**

Companies reporting: 77
Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 44

Table 169
TOP MANUFACTURING EXECUTIVE

Under $25 Million	$50,800	$9,400	$60,200	*	$55,400	*
$25-100	68,000	29,300	97,300	*	73,300	*
$100-200	80,100	31,300	111,400	*	85,700	*
$200-500	90,700	29,200	119,900	$83,200	94,200	$88,500
$500-1 Billion	92,800	21,100	113,900	*	100,700	*
$1-2	118,700	33,000	151,700	*	122,900	*
$2-5	118,700	41,500	160,200	*	125,600	*
Over $5 Billion	133,100	77,000	210,100	*	*	*
All Levels	**91,000**	**31,600**	**122,600**	**74,700**	**94,900**	**78,100**

Companies reporting: 107
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 44

Table 170
TOP HUMAN RESOURCES EXECUTIVE

Under $50 Million	$40,200	$2,300	$42,500	*	$44,000	*
$50-100	47,200	8,500	55,700	*	51,700	*
$100-200	56,600	19,100	75,700	$43,000	59,600	$47,300
$200-500	72,700	17,500	90,200	*	76,000	*
$500-1 Billion	72,200	16,700	88,900	*	78,100	*
$1-2	102,300	32,200	134,500	*	108,200	*
$2-5	125,100	50,300	175,400	*	133,000	*
$5-10	171,900	81,700	253,600	*	187,600	*
Over $10 Billion	191,500	73,900	265,400	*	*	*
All Levels	**94,600**	**31,300**	**125,900**	**53,300**	**92,800**	**61,300**

Companies reporting: 153
Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 33

†*Annual rate as of April 1984* **Insufficient data*

Table 171
TOP STRATEGIC PLANNING EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$72,600	$21,800	$94,400	*	$75,300	*
$500-1 Billion	90,100	27,900	118,000	*	99,200	*
$1-2	118,800	31,900	150,700	*	126,200	*
$2-5	116,300	36,200	152,500	*	135,200	*
$5-10	159,800	92,800	252,600	*	166,600	*
Over $10 Billion	187,500	74,700	262,200	*	*	*
All Levels	**115,900**	**40,200**	**156,100**	**$71,500**	**114,900**	**$71,000**

Companies reporting: 74
Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 35

Table 172
TOP LEGAL EXECUTIVE

$50-200 Million	$71,500	$19,000	$90,500	*	$77,300	*
$200-500	87,000	31,400	118,400	*	92,200	*
$500-1 Billion	97,300	24,700	122,000	*	104,700	*
$1-2	119,900	39,800	159,700	*	126,400	*
$2-5	151,500	66,500	218,000	*	156,100	*
$5-10	201,600	129,400	331,000	*	216,100	*
Over $10 Billion	235,200	99,300	334,500	*	*	*
All Levels	**127,900**	**51,200**	**179,100**	**$85,900**	**123,400**	**$101,100**

Companies reporting: 111
Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 41

Table 173
TOP INTERNATIONAL EXECUTIVE

Under $100 Million	$65,500	$8,600	$74,100	*	$66,100	*
$100-500	105,100	35,500	140,600	*	115,400	*
$500-1 Billion	116,200	42,700	158,900	*	123,600	*
$1-2	131,000	46,400	177,400	*	138,400	*
$2-5	197,600	95,800	293,400	*	204,000	*
Over $5 Billion	233,800	110,600	344,400	*	235,800	*
All Levels	**146,200**	**60,000**	**206,200**	*	**148,800**	*

Companies reporting: 58
Percentage bonus-eligible executives: 98
Average bonus as a percentage of base salary: 38

†*Annual rate as of April 1984* **Insufficient data*

Table 174
CONTROLLER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $50 Million	$38,600	$4,400	$43,000	•	$40,100	•
$50-100	45,400	5,200	50,600	•	49,600	•
$100-200	52,500	13,000	65,500	$57,800	56,700	$63,300
$200-500	67,400	17,300	84,700	•	72,300	•
$500-1 Billion	68,400	15,600	84,000	•	73,100	•
$1-2	91,200	22,700	113,900	•	95,400	•
$2-5	104,800	40,300	145,100	•	114,300	•
$5-10	116,400	58,200	174,600	•	125,700	•
Over $10 Billion	155,000	56,200	211,200	•	•	•
All Levels	**80,900**	**24,200**	**105,100**	**55,300**	**81,000**	**59,800**

Companies reporting: 162
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 31

Table 175
TREASURER

$50-100 Million	$46,200	$7,200	$53,400	•	$50,000	•
$100-200	52,900	10,700	63,600	•	53,300	•
$200-500	67,100	17,400	84,500	•	72,200	•
$500-1 Billion	68,300	17,500	85,800	•	73,700	•
$1-2	94,700	22,400	117,100	•	100,900	•
$2-5	104,100	36,400	140,500	•	113,300	•
$5-10	109,400	49,800	159,200	•	110,200	•
Over $10 Billion	156,300	55,100	211,400	•	•	•
All Levels	**87,700**	**26,100**	**113,800**	**$52,600**	**86,600**	**$56,800**

Companies reporting: 125
Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 31

Table 176
TOP FINANCIAL RELATIONS EXECUTIVE

$200-500 Million	$75,700	$21,300	$97,000	•	$80,600	•
$500-1 Billion	•	•	•	•	•	•
$1-2	71,600	10,500	82,100	•	70,700	•
$2-5	88,300	24,300	112,600	•	91,200	•
$5-10	85,600	34,000	119,600	•	89,500	•
Over $10 Billion	115,000	31,300	146,300	•	•	•
All Levels	**84,900**	**23,500**	**108,400**	**$49,100**	**83,000**	**$51,700**

Companies reporting: 41
Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 28

†*Annual rate as of April 1984* •*Insufficient data*

Table 177
TOP GENERAL ACCOUNTING EXECUTIVE

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$50-200 Million	$36,600	$3,900	$40,500	$35,400	$39,000	$37,300
$200-500	45,700	6,100	51,800	49,800	49,300	51,000
$500-1 Billion	55,500	9,800	65,300	*	55,100	*
$1-2	59,400	9,200	68,600	*	63,100	*
$2-5	77,000	19,400	96,400	*	80,400	*
$5-10	82,900	26,300	109,200	*	85,300	*
Over $10 Billion	98,100	21,700	119,800	*	*	*
All Levels	**61,800**	**12,500**	**74,300**	**41,100**	**62,000**	**43,800**

Companies reporting: 108
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 21

Table 178
TOP TAX EXECUTIVE

$25-200 Million	$36,500	$5,900	$42,400	*	$40,300	*
$200-500	54,500	10,400	64,900	$48,200	57,700	$50,900
$500-1 Billion	52,400	6,700	59,100	56,100	55,600	58,900
$1-2	76,800	14,300	91,100	*	79,800	*
$2-5	89,300	23,600	112,900	*	95,100	*
$5-10	107,000	48,000	155,000	*	111,300	*
Over $10 Billion	150,800	56,400	207,200	*	*	*
All Levels	**80,600**	**21,200**	**101,800**	**50,600**	**76,700**	**53,500**

Companies reporting: 120
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 26

Table 179
TOP FINANCIAL PLANNING EXECUTIVE

$100-500 Million	$47,300	$7,300	$54,600	*	$50,300	*
$500-2 Billion	79,100	14,700	93,800	*	80,700	*
$2-5	73,200	22,100	95,300	*	87,000	*
Over $5 Billion	100,900	32,600	133,500	*	*	*
All Levels	**77,400**	**20,200**	**97,600**	**$54,900**	**76,600**	**$54,300**

Companies reporting: 37
Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 26

†*Annual rate as of April 1984* **Insufficient data*

Table 180
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

Companies reporting: 150
Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 23

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$39,300	$5,000	$44,300	•	$43,000	•
$50-100	46,500	7,200	53,700	•	51,800	•
$100-200	47,600	8,000	55,600	•	50,000	$55,300
$200-500	60,400	12,300	72,700	•	64,100	55,400
$500-1 Billion	62,900	11,100	74,000	•	69,100	•
$1-2	81,500	16,000	97,500	•	86,400	•
$2-5	92,600	23,300	115,900	•	97,200	•
$5-10	93,400	33,500	126,900	•	96,900	•
Over $10 Billion	129,700	38,200	167,900	•	•	•
All Levels	**73,300**	**16,400**	**89,700**	**$51,900**	**72,700**	**54,300**

Table 181
TOP BUDGET EXECUTIVE

Companies reporting: 52
Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 20

$50-200 Million	$38,800	$3,200	$42,000	•	$40,500	•
$200-500	39,800	7,800	47,600	$40,000	43,200	$42,900
$500-1 Billion	•	•	•	•	•	•
$1-2	61,600	10,400	72,000	•	65,600	•
$2-5	65,900	9,400	75,300	•	72,600	•
All Levels	**56,500**	**10,300**	**66,800**	**39,500**	**58,200**	**43,600**

Table 182
TOP INTERNAL AUDIT EXECUTIVE

Companies reporting: 126
Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 21

$50-200 Million	$37,300	$4,400	$41,700	$35,000	$40,000	$36,100
$200-500	45,400	6,300	51,700	44,000	47,600	46,200
$500-1 Billion	51,000	9,100	60,100	•	54,900	•
$1-2	61,100	10,100	71,200	•	64,400	•
$2-5	69,000	14,300	83,300	•	73,000	•
$5-10	79,700	27,100	106,800	•	86,100	•
Over $10 Billion	104,800	27,900	132,700	•	•	•
All Levels	**61,100**	**12,100**	**73,200**	**44,000**	**61,000**	**46,300**

†*Annual rate as of April 1984* •*Insufficient data*

Table 183
TOP CREDIT AND COLLECTION EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Companies reporting: 93						
Percentage bonus-eligible executives: 66						
Average bonus as a percentage of base salary: 17						
$50-200 Million	$32,500	$4,900	$37,400	$33,300	$35,000	$34,200
$200-500	46,600	5,100	51,700	45,200	49,900	48,200
$500-1 Billion	47,100	6,200	53,300	•	50,700	•
$1-2	54,400	7,100	61,500	•	54,800	•
$2-5	68,700	13,200	81,900	•	69,800	•
Over $5 Billion	75,800	17,400	93,200	•	•	•
All Levels	**51,800**	**8,100**	**59,900**	**39,700**	**52,300**	**41,700**

Table 184
CORPORATE RISK MANAGEMENT EXECUTIVE

Companies reporting: 93						
Percentage bonus-eligible executives: 78						
Average bonus as a percentage of base salary: 19						
$200-500 Million	$43,600	$7,700	$51,300	$39,100	$47,800	$43,800
$500-1 Billion	48,900	10,400	59,300	48,800	52,300	51,400
$1-2	53,000	7,600	60,600	55,700	56,100	59,400
$2-5	64,000	9,600	73,600	•	67,500	•
$5-10	68,400	23,200	91,600	•	69,100	•
Over $10 Billion	87,700	18,100	105,800	•	•	•
All Levels	**58,000**	**10,800**	**68,800**	**46,100**	**58,100**	**48,300**

Table 185
CASH MANAGEMENT EXECUTIVE

Companies reporting: 83						
Percentage bonus-eligible executives: 71						
Average bonus as a percentage of base salary: 21						
$100-500 Million	$44,500	$9,100	$53,600	$41,000	$47,500	$43,300
$500-1 Billion	37,600	3,600	41,200	•	40,500	43,900
$1-2	51,100	8,200	59,300	•	56,300	•
$2-5	58,600	11,100	69,700	•	65,000	•
$5-10	61,600	25,400	87,000	•	65,900	•
Over $10 Billion	102,200	23,700	125,900	•	•	•
All Levels	**58,400**	**12,100**	**70,500**	**42,100**	**56,400**	**44,700**

†*Annual rate as of April 1984* •*Insufficient data*

Chemicals

Table 186
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$147,900	$28,700	$176,600	*	$153,700	*
$100-500	233,800	123,600	357,400	*	253,000	*
$500-2 Billion	359,200	141,200	500,400	*	380,000	*
$2-5	462,800	307,500	770,300	*	503,800	*
All Levels	**310,500**	**151,800**	**462,300**	*	**315,900**	*

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 55

Table 187
CHIEF OPERATING OFFICER

$50-200 Million	$102,900	$37,500	$140,400	*	$113,500	*
$200-500	197,500	89,400	286,900	*	214,100	*
$500-2 Billion	251,800	111,000	362,800	*	272,100	*
Over $2 Billion	370,400	240,400	610,800	*	*	*
All Levels	**219,700**	**106,300**	**326,000**	*	**225,200**	*

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 55

Table 188
TOP FINANCIAL OFFICER

$50-100 Million	$88,100	$11,400	$99,500	*	$91,400	*
$100-500	110,700	42,200	152,900	*	117,400	*
$500-2 Billion	177,000	55,400	232,400	*	190,000	*
$2-5	173,800	103,800	277,600	*	193,600	*
All Levels	**140,500**	**54,400**	**194,900**	*	**146,700**	*

Percentage bonus-eligible executives: 96

Average bonus as a percentage of base salary: 43

Table 189
TOP MARKETING EXECUTIVE

Under $100 Million	$87,500	$19,600	$107,100	*	$93,500	*
$100-500	112,000	44,700	156,700	*	119,000	*
All Levels	**103,800**	**31,000**	**134,800**	*	**109,500**	*

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 36

†*Annual rate as of April 1984* **Insufficient data*

Table 190
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 34

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$25-100 Million	$66,700	$3,800	$70,500	*	$69,600	*
$100-500	86,300	33,200	119,500	*	92,900	*
Over $500 Million	141,000	37,100	178,100	*	*	*
All Levels	**96,000**	**26,100**	**122,100**	*	**89,600**	*

Table 191
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 38

Under $100 Million	$71,000	$7,200	$78,200	*	$75,900	*
$100-500	91,800	51,900	143,700	*	97,000	*
Over $500 Million	131,100	39,900	171,000	*	120,800	*
All Levels	**100,800**	**34,600**	**135,400**	*	**97,800**	*

Table 192
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 97
Average bonus as a percentage of base salary: 34

Under $100 Million	$49,500	$3,600	$53,100	*	$51,500	*
$100-500	69,700	20,400	90,100	*	74,300	*
$500-2 Billion	108,800	29,200	138,000	*	113,500	*
$2-5	142,100	59,200	201,300	*	146,400	*
All Levels	**101,300**	**32,300**	**133,600**	*	**97,800**	*

Table 193
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 36

$200-500 Million	$75,700	$25,600	$101,300	*	$80,000	*
$500-2 Billion	132,200	36,600	168,800	*	141,200	*
$2-5	126,800	42,500	169,300	*	124,500	*
All Levels	**125,000**	**42,200**	**167,200**	*	**121,700**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 194
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 97

Average bonus as a percentage of base salary: 42

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-500 Million	$94,700	$36,900	$131,600	*	$98,000	*
$500-2 Billion	139,300	52,200	191,500	*	142,000	*
$2-5	168,000	76,400	244,400	*	176,800	*
All Levels	**134,100**	**55,600**	**189,700**	*	**130,700**	*

Table 195
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 41

$200-500 Million	$151,800	$63,500	$215,300	*	$166,500	*
$500-2 Billion	143,300	45,100	188,400	*	151,000	*
$2-5	230,000	111,600	341,600	*	227,600	*
All Levels	**173,200**	**72,300**	**245,500**	*	**175,300**	*

Table 196
CONTROLLER

Percentage bonus-eligible executives: 95

Average bonus as a percentage of base salary: 31

$25-100 Million	$50,400	$2,400	$52,800	*	$54,500	*
$100-500	69,000	16,300	85,300	*	74,800	*
$500-2 Billion	92,400	22,600	115,000	*	97,300	*
$2-5	107,200	41,200	148,400	*	114,800	*
All Levels	**84,300**	**22,900**	**107,200**	*	**85,800**	*

Table 197
TREASURER

Percentage bonus-eligible executives: 97

Average bonus as a percentage of base salary: 32

$50-200 Million	$52,200	$5,200	$57,400	*	$53,400	*
$200-500	82,600	23,000	105,600	*	86,100	*
$500-2 Billion	104,200	24,800	129,000	*	110,800	*
$2-5	115,800	50,000	165,800	*	124,200	*
All Levels	**95,900**	**27,900**	**123,800**	*	**96,000**	*

†*Annual rate as of April 1984* **Insufficient data*

Food Products and Tobacco

Table 198
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$137,700	$33,400	$171,100	*	$134,800	*
$100-200	167,500	101,200	268,700	*	179,100	*
$200-500	197,000	55,800	252,800	*	210,000	*
$500-1 Billion	351,300	82,600	433,900	*	368,200	*
$1-5	367,300	171,600	538,900	*	382,800	*
Over $5 Billion	545,000	457,800	1,002,800	*	585,700	*
All Levels	**323,200**	**161,800**	**485,000**	**$178,000**	**335,500**	**$193,200**

Percentage bonus-eligible executives: 80

Average bonus as a percentage of base salary: 63

Table 199
CHIEF OPERATING OFFICER

Under $500 Million	$122,300	$52,200	$174,500	*	$137,200	*
$500-1 Billion	169,600	208,300	377,900	*	179,700	*
$1-5	283,300	96,500	379,800	*	288,300	*
$5-10	410,000	320,300	730,300	*	*	*
All Levels	**229,800**	**153,900**	**383,700**	**$107,200**	**195,300**	**$133,800**

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 87

Table 200
TOP FINANCIAL OFFICER

Under $100 Million	$65,400	$10,800	$76,200	*	$68,800	*
$100-200	92,500	53,900	146,400	*	97,300	*
$200-500	91,700	16,700	108,400	*	97,300	*
$500-1 Billion	109,200	33,900	143,100	*	118,000	*
$1-5	167,100	84,100	251,200	*	176,400	*
Over $5 Billion	243,900	169,200	413,100	*	262,800	*
All Levels	**134,600**	**65,100**	**199,700**	**$73,600**	**139,000**	**$76,300**

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 50

Table 201
TOP MARKETING EXECUTIVE

$100-500 Million	$80,600	$25,100	$105,700	*	$84,100	*
$500-5 Billion	97,900	28,700	126,600	*	102,100	*
All Levels	**110,400**	**42,600**	**153,000**	**$103,000**	**87,000**	**$102,600**

Percentage bonus-eligible executives: 78

Average bonus as a percentage of base salary: 44

†*Annual rate as of April 1984* **Insufficient data*

Table 202
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 51

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-500 Million	$76,400	$25,900	$102,300	*	$79,700	*
Over $500 Million	113,300	53,400	166,700	*	108,000	*
All Levels	**90,600**	**37,100**	**127,700**	*	**88,100**	**$91,500**

Table 203
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 74

Average bonus as a percentage of base salary: 41

Under $200 Million	$58,200	$16,000	$74,200	*	$62,900	*
$200-500	84,600	15,900	100,500	*	86,300	*
$500-2 Billion	91,200	38,700	129,900	*	97,900	*
Over $2 Billion	102,800	54,000	156,800	*	*	*
All Levels	**84,700**	**32,500**	**117,200**	**$72,600**	**83,000**	**$74,100**

Table 204
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 37

Under $500 Million	$59,700	$11,800	$71,500	*	$61,500	*
$500-1 Billion	58,300	10,700	69,000	*	62,000	*
$1-5	103,900	40,800	144,700	*	114,500	*
Over $5 Billion	184,000	90,700	274,700	*	205,200	*
All Levels	**100,500**	**38,000**	**138,500**	**$55,600**	**104,100**	**$64,000**

Table 205
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 94

Average bonus as a percentage of base salary: 45

$500-2 Billion	$77,000	$28,600	$105,600	*	$82,400	*
$2-5	95,100	24,500	119,600	*	104,200	*
Over $5 Billion	148,300	92,300	240,600	*	164,500	*
All Levels	**109,400**	**51,200**	**160,600**	*	**117,000**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 206
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $500 Million	$69,500	$19,500	$89,000	*	$74,100	*
$500-2 Billion	89,400	29,700	119,100	*	102,100	*
$2-5	138,200	57,300	195,500	*	135,000	*
Over $5 Billion	202,400	123,900	326,300	*	216,100	*
All Levels	**132,100**	**62,700**	**194,800**	*	**134,000**	*

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 46

Table 207
TOP INTERNATIONAL EXECUTIVE

Under $1 Billion	$96,700	$39,100	$135,800	*	$103,700	*
Over $1 Billion	214,200	107,000	321,200	*	192,200	*
All Levels	**172,300**	**82,700**	**255,000**	*	**152,000**	*

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 46

Table 208
CONTROLLER

Under $500 Million	$49,300	$13,200	$62,500	*	$53,500	*
$500-1 Billion	62,000	12,800	74,800	*	66,600	*
$1-5	94,500	33,400	127,900	*	107,900	*
Over $5 Billion	126,800	62,300	189,100	*	132,900	*
All Levels	**81,700**	**29,300**	**111,000**	**$51,600**	**87,000**	**$54,200**

Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 36

Table 209
TREASURER

Under $1 Billion	$58,100	$11,700	$69,800	*	$59,800	*
$1-5	87,500	25,500	113,000	*	98,900	*
Over $5 Billion	115,000	50,100	165,100	*	117,800	*
All Levels	**83,200**	**26,500**	**109,700**	*	**85,900**	*

Percentage bonus-eligible executives: 94
Average bonus as a percentage of base salary: 32

†*Annual rate as of April 1984* **Insufficient data*

Paper Products §

Table 210
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 40

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$277,200	$81,500	$358,700	•	$295,400	•
Over $500 Million	320,500	156,500	477,000	•	304,200	•
All Levels	**279,500**	**112,200**	**391,700**	•	**261,400**	•

Table 211
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 49

Under $500 Million	$153,900	$63,000	$216,900	•	•	•
Over $500 Million	249,800	117,900	367,700	•	•	•
All Levels	**201,900**	**90,400**	**292,300**	•	**$205,800**	•

Table 212
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 36

$100-500 Million	$105,300	$31,200	$136,500	•	$113,600	•
Over $500 Million	138,000	48,800	186,800	•	130,300	•
All Levels	**115,300**	**38,100**	**153,400**	•	**110,700**	•

Table 213
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 22

Under $500 Million	$78,800	$18,600	$97,400	•	$83,000	•
All Levels	**83,100**	**19,300**	**102,400**	•	**83,000**	•

Table 214
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 35

Under $500 Million	$59,600	$19,400	$79,000	•	$61,900	•
Over $500 Million	116,300	40,800	157,100	•	•	•
All Levels	**90,100**	**30,900**	**121,000**	•	**73,700**	•

§The following positions were omitted because of insufficient data: top marketing executive, top sales executive.

†Annual rate as of April 1984 *• Insufficient data*

Table 215
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 27

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Over $500 Million	$124,400	$31,700	$156,100	•	•	•
All Levels	**114,200**	**28,800**	**143,000**	•	•	•

Table 216
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 29

Under $1 Billion	$88,700	$25,000	$113,700	•	$96,200	•
$1-5	137,700	42,000	179,700	•	•	•
All Levels	**111,000**	**32,700**	**143,700**	•	**102,800**	•

Table 217
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 33

Over $200 Million	$127,100	$46,100	$173,200	•	•	•
All Levels	**127,100**	**46,100**	**173,200**	•	•	•

Table 218
CONTROLLER

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 21

Under $1 Billion	$62,200	$13,700	$75,900	•	$67,000	•
$1-5	95,000	21,200	116,200	•	•	•
All Levels	**77,300**	**17,100**	**94,400**	•	**74,800**	•

Table 219
TREASURER

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 28

Under $1 Billion	$69,100	$26,300	$95,400	•	$76,100	•
Over $1 Billion	93,100	21,400	114,500	•	•	•
All Levels	**82,200**	**23,600**	**105,800**	•	**77,600**	•

†*Annual rate as of April 1984* •*Insufficient data*

Petroleum §

Table 220
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 42

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Over $1 Billion	$513,800	$241,200	$755,000	•	•	•
All Levels	**490,600**	**223,700**	**714,300**	•	**$369,300**	•

Table 221
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 45

Over $1 Billion	$356,900	$170,400	$527,300	•	•	•
All Levels	**335,700**	**158,000**	**493,700**	•	**$230,400**	•

Table 222
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 33

Over $500 Million	$210,100	$75,300	$285,400	•	$140,800	•
All Levels	**210,100**	**75,300**	**285,400**	•	**140,800**	•

Table 223
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 24

Over $500 Million	$135,500	$32,900	$168,400	•	•	•
All Levels	**135,500**	**32,900**	**168,400**	•	•	•

Table 224
TOP MANUFACTURING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 25

Over $500 Million	$127,700	$28,600	$156,300	•	•	•
All Levels	**127,700**	**28,600**	**156,300**	•	•	•

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 225

TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 29

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Over $2 Billion	$173,500	$58,400	$231,900	*	*	*
All Levels	**138,500**	**41,400**	**179,900**	*	*	*

Table 226

TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 29

Over $1 Billion	$161,600	$48,600	$210,200	*	*	*
All Levels	**161,600**	**48,600**	**210,200**	*	*	*

Table 227

TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 38

Over $1 Billion	$195,700	$68,900	$264,600	*	*	*
All Levels	**182,800**	**62,000**	**244,800**	*	*	*

Table 228

CONTROLLER

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 26

Over $1 Billion	$121,900	$37,600	$159,500	*	*	*
All Levels	**115,900**	**34,500**	**150,400**	*	**$74,900**	*

Table 229

TREASURER

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 27

Over $1 Billion	$133,100	$40,000	$173,100	*	*	*
All Levels	**125,500**	**36,400**	**161,900**	*	**$77,700**	*

†*Annual rate as of April 1984* **Insufficient data*

Publishing §

Table 230
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 94
Average bonus as a percentage of base salary: 59

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$200-500 Million	$244,700	$123,000	$367,700	•	$251,300	•
Over $500 Million	364,200	265,000	629,200	•	•	•
All Levels	**272,900**	**166,900**	**439,800**	•	**280,800**	•

Table 231
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 47

$200-500 Million	$169,100	$74,500	$243,600	•	$172,000	•
All Levels	**192,100**	**100,300**	**292,400**	•	**179,100**	•

Table 232
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 47

Under $500 Million	$95,700	$40,700	$136,400	•	$99,500	•
Over $500 Million	194,100	101,100	295,200	•	•	•
All Levels	**124,600**	**58,400**	**183,000**	•	**123,600**	•

Table 233
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 29

Over $200 Million	$108,300	$30,100	$138,400	•	•	•
All Levels	**100,000**	**28,300**	**128,300**	•	**$99,800**	•

Table 234
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 35

$100-500 Million	$73,000	$21,200	$94,200	•	$76,000	•
All Levels	**91,500**	**33,500**	**125,000**	•	**96,800**	•

§The following positions were omitted because of insufficient data: top sales executive, top manufacturing executive, top strategic planning executive, top international executive.
†Annual rate as of April 1984 *•Insufficient data*

Table 235
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 39

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$200-500 Million	$89,100	$27,500	$116,600	*	$91,700	*
All Levels	**107,200**	**40,100**	**147,300**	*	**99,000**	*

Table 236
CONTROLLER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 34

$100-500 Million	$64,700	$19,100	$83,800	*	$70,100	*
Over $500 Million	117,700	48,200	165,900	*	*	*
All Levels	**81,900**	**29,500**	**111,400**	*	**76,500**	*

Table 237
TREASURER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 35

$200-500 Million	$60,800	$19,500	$80,300	*	$65,800	*
Over $500 Million	102,300	37,500	139,800	*	*	*
All Levels	**76,300**	**27,000**	**103,300**	*	**79,900**	*

†*Annual rate as of April 1984* **Insufficient data*

Textiles and Apparel

Table 238
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 70

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$124,200	$29,400	$153,600	*	$129,200	*
$50-100	129,700	100,700	230,400	*	157,600	*
$100-200	138,700	65,000	203,700	*	142,500	*
$200-500	204,500	118,400	322,900	*	228,300	*
$500-2 Billion	284,600	146,500	431,100	*	316,800	*
All Levels	**195,900**	**109,800**	**305,700**	**$268,700**	**204,100**	**$268,700**

Table 239
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 73

Under $100 Million	$106,300	$66,400	$172,700	*	$120,600	*
$100-500	151,600	77,900	229,500	*	164,700	*
Over $500 Million	263,500	144,900	408,400	*	*	*
All Levels	**168,500**	**93,200**	**261,700**	*	**170,100**	*

Table 240
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 58

Under $50 Million	$61,700	$15,000	$76,700	*	$64,600	*
$50-100	68,600	45,000	113,600	*	82,600	*
$100-500	105,200	50,900	157,100	*	114,400	*
Over $500 Million	152,600	64,100	216,700	*	154,900	*
All Levels	**102,900**	**46,800**	**149,700**	*	**107,000**	**$78,500**

Table 241
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 58

Under $50 Million	$78,300	$9,700	$88,000	*	$81,900	*
$50-200	65,500	46,400	111,900	*	75,300	*
$200-500	88,700	18,800	107,500	*	97,100	*
All Levels	**89,800**	**32,100**	**121,900**	*	**93,100**	**$108,000**

†*Annual rate as of April 1984* **Insufficient data*

Table 242

TOP SALES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$81,600	$36,100	$117,700	•	$89,500	•
Over $100 Million	86,600	24,500	111,100	•	100,400	•
All Levels	**84,000**	**30,700**	**114,700**	•	**93,900**	**$78,500**

Percentage bonus-eligible executives: 79

Average bonus as a percentage of base salary: 66

Table 243

TOP MANUFACTURING EXECUTIVE

Under $200 Million	$65,100	$34,600	$99,700	•	$71,600	•
$200-500	100,800	31,100	131,900	•	107,100	•
Over $500 Million	107,800	28,400	136,200	•	•	•
All Levels	**83,900**	**32,300**	**116,200**	**$69,600**	**85,700**	**$75,400**

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 63

Table 244

TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$44,400	$9,300	$53,700	•	$50,900	•
$100-500	64,400	13,200	77,600	•	68,200	•
Over $500 Million	93,000	32,600	125,600	•	92,600	•
All Levels	**67,800**	**18,200**	**86,000**	**$38,500**	**69,300**	**$40,900**

Percentage bonus-eligible executives: 81

Average bonus as a percentage of base salary: 29

Table 245

TOP STRATEGIC PLANNING EXECUTIVE

Over $500 Million	$92,400	$27,500	$119,900	•	$98,600	•
All Levels	**81,300**	**23,200**	**104,500**	•	**86,100**	•

Percentage bonus-eligible executives: 82

Average bonus as a percentage of base salary: 28

Table 246

TOP LEGAL EXECUTIVE

Over $500 Million	$105,600	$31,800	$137,400	•	$99,900	•
All Levels	**92,000**	**32,200**	**124,200**	•	**88,600**	•

Percentage bonus-eligible executives: 92

Average bonus as a percentage of base salary: 38

†*Annual rate as of April 1984* •*Insufficient data*

Table 247
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 31

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$67,100	$12,900	$80,000	•	$69,500	•
$500-2 Billion	97,600	28,500	126,100	•	105,800	•
All Levels	**92,400**	**30,400**	**122,800**	•	**87,600**	•

Table 248
CONTROLLER

Percentage bonus-eligible executives: 91

Average bonus as a percentage of base salary: 28

Under $100 Million	$38,900	$5,700	$44,600	•	$40,400	•
$100-500	61,200	14,900	76,100	•	65,000	•
Over $500 Million	84,500	26,300	110,800	•	82,900	•
All Levels	**62,300**	**15,900**	**78,200**	•	**62,400**	•

Table 249
TREASURER

Percentage bonus-eligible executives: 90

Average bonus as a percentage of base salary: 27

Under $500 Million	$52,300	$9,100	$61,400	•	$56,500	•
Over $500 Million	83,700	24,200	107,900	•	82,700	•
All Levels	**68,800**	**17,000**	**85,800**	•	**67,300**	•

†*Annual rate as of April 1984* •*Insufficient data*

Nonmanufacturing Group

Table 250
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $10 Million	$133,800	$66,500	$200,300	•	$141,500	•
$10-25	123,000	32,700	155,700	$162,100	135,000	$168,300
$25-50	139,700	59,800	199,500	145,500	150,600	151,600
$50-100	160,500	52,200	212,700	202,100	165,400	204,200
$100-200	172,900	45,700	218,600	214,100	189,600	214,700
$200-500	217,000	81,000	298,000	184,600	226,600	198,400
$500-1 Billion	279,300	99,600	378,900	201,000	311,200	216,700
$1-2	268,400	100,300	368,700	271,000	295,200	286,700
$2-5	420,900	167,900	588,800	298,500	440,300	328,800
Over $5 Billion	430,100	216,600	646,700	•	441,300	•
All Levels	**240,300**	**91,900**	**332,200**	**211,500**	**252,100**	**224,000**

Companies reporting: 325
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 48

Table 251
CHIEF OPERATING OFFICER

Under $25 Million	$82,700	$36,700	$119,400	•	$96,700	•
$25-50	104,900	37,600	142,500	$100,800	111,100	$100,900
$50-100	122,300	52,000	174,300	171,400	128,900	177,300
$100-200	108,600	45,100	153,700	136,300	126,700	135,900
$200-500	150,900	36,600	187,500	131,900	161,200	141,900
$500-1 Billion	186,200	60,000	246,200	137,900	210,100	162,800
$1-2	200,200	78,300	278,500	175,100	217,300	•
$2-5	278,300	97,300	375,600	192,600	286,400	210,000
Over $5 Billion	297,000	168,600	465,600	•	318,700	•
All Levels	**161,200**	**60,100**	**221,300**	**142,600**	**173,600**	**148,900**

Companies reporting: 214
Percentage bonus-eligible executives: 78
Average bonus as a percentage of base salary: 46

†*Annual rate as of April 1984* •*Insufficient data*

Table 252
TOP FINANCIAL OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $25 Million	$65,300	$13,200	$78,500	$55,500	$72,300	$58,000
$25-50	66,500	16,100	82,600	83,500	69,200	88,700
$50-100	81,900	23,600	105,500	83,200	87,300	85,900
$100-200	86,400	23,300	109,700	94,100	94,100	98,600
$200-500	105,300	25,000	130,300	91,200	111,100	101,100
$500-1 Billion	130,700	40,800	171,500	108,000	142,800	118,300
$1-2	129,700	46,800	176,500	115,200	140,100	123,200
$2-5	203,200	69,200	272,400	155,200	214,600	180,200
Over $5 Billion	210,100	91,000	301,100	•	226,500	•
All Levels	**115,600**	**35,900**	**151,500**	**101,600**	**123,000**	**110,400**

Companies reporting: 322
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 36

Table 253
TOP MARKETING EXECUTIVE

Under $10 Million	$83,000	$7,200	$90,200	•	$88,300	•
$10-25	55,800	15,300	71,100	•	61,900	•
$25-50	61,000	24,700	85,700	$48,600	64,600	$49,200
$50-100	74,200	23,700	97,900	82,400	80,600	78,200
$100-200	70,000	12,900	82,900	68,200	75,700	73,400
$200-500	94,900	17,500	112,400	88,400	95,300	97,900
$500-1 Billion	105,200	30,200	135,400	•	114,500	84,500
$1-2	110,400	23,900	134,300	107,500	126,300	101,400
$2-5	135,900	28,500	164,400	•	134,300	185,500
Over $5 Billion	158,400	65,600	224,000	•	•	•
All Levels	**93,700**	**23,600**	**117,300**	**84,300**	**99,700**	**95,900**

Companies reporting: 169
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 33

†*Annual rate as of April 1984* •*Insufficient data*

Table 254
TOP SALES EXECUTIVE

Companies reporting: 92
Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 43

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$60,200	$25,700	$85,900	•	$64,900	•
$25-50	60,700	11,300	72,000	•	64,600	•
$50-100	72,800	37,400	110,200	$61,800	76,400	•
$100-200	63,700	11,000	74,700	•	70,900	•
$200-500	90,800	21,300	112,100	•	88,600	•
$500-1 Billion	106,200	36,000	142,200	•	112,000	•
Over $1 Billion	92,500	26,900	119,400	96,200	101,100	$104,600
All Levels	**78,500**	**25,700**	**104,200**	**72,100**	**82,300**	**78,800**

Table 255
TOP HUMAN RESOURCES EXECUTIVE

Companies reporting: 242
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 25

Under $25 Million	$34,700	$1,600	$36,300	•	$38,600	•
$25-50	49,800	5,600	55,400	$37,900	52,500	$43,400
$50-100	52,300	5,800	58,100	•	54,800	39,400
$100-200	60,000	10,200	70,200	48,400	63,500	53,900
$200-500	67,600	9,900	77,500	65,900	71,600	68,100
$500-1 Billion	77,100	17,700	94,800	74,300	83,400	78,000
$1-2	83,000	19,600	102,600	84,300	90,800	89,400
$2-5	121,200	32,700	153,900	86,900	127,000	99,000
$5-10	119,700	42,600	162,300	•	125,200	•
All Levels	**80,800**	**18,700**	**99,500**	**68,100**	**83,900**	**71,000**

Table 256
TOP STRATEGIC PLANNING EXECUTIVE

Companies reporting: 108
Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 32

Under $50 Million	•	•	•	•	$67,700	•
$50-100	$78,600	$51,200	$129,800	•	77,400	•
$100-200	89,700	24,000	113,700	•	91,900	•
$200-500	75,800	11,100	86,900	$70,800	80,500	$73,800
$500-1 Billion	88,000	23,000	111,000	71,300	92,300	75,800
$1-2	100,700	31,900	132,600	•	110,100	•
$2-5	116,300	28,200	144,500	98,600	120,800	97,700
Over $5 Billion	107,900	31,000	138,900	•	98,900	•
All Levels	**93,200**	**25,100**	**118,300**	**79,800**	**95,300**	**82,100**

†*Annual rate as of April 1984* •*Insufficient data*

Table 257
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $25 Million	$75,100	$15,300	$90,400	•	$78,500	•
$25-50	61,800	14,700	76,500	•	69,000	$77,000
$50-100	64,500	17,200	81,700	•	71,400	•
$100-200	70,800	18,000	88,800	•	75,100	•
$200-500	81,900	17,200	99,100	$73,100	85,000	79,900
$500-1 Billion	105,000	26,500	131,500	82,700	112,700	84,100
$1-2	103,300	29,200	132,500	98,000	113,000	99,800
$2-5	143,100	38,600	181,700	118,300	151,500	115,600
Over $5 Billion	146,500	49,600	196,100	•	152,200	•
All Levels	**102,900**	**27,400**	**130,300**	**88,800**	**107,500**	**92,100**

Companies reporting: 186
Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 30

Table 258
TOP INTERNATIONAL EXECUTIVE

$50-100 Million	$76,100	$14,600	$90,700	•	$82,400	•
$100-500	85,000	28,400	113,400	•	88,600	•
$500-1 Billion	87,600	24,600	112,200	•	96,300	•
$1-5	120,800	39,800	160,600	•	132,800	•
All Levels	**97,900**	**31,300**	**129,200**	**$102,200**	**106,300**	**$107,200**

Companies reporting: 47
Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 36

Table 259
CONTROLLER

Under $25 Million	$45,400	$5,600	$51,000	•	$45,900	•
$25-50	42,700	3,800	46,500	$50,900	47,100	$55,400
$50-100	52,600	7,200	59,800	45,500	55,500	47,100
$100-200	57,600	8,900	66,500	55,500	60,300	58,600
$200-500	62,500	10,100	72,600	64,000	66,100	68,000
$500-1 Billion	74,000	17,400	91,400	69,400	80,500	73,700
$1-2	75,200	19,100	94,300	65,900	83,100	71,700
$2-5	101,600	20,500	122,100	83,800	108,200	89,800
Over $5 Billion	128,800	41,000	169,800	•	124,700	•
All Levels	**71,900**	**14,900**	**86,800**	**63,900**	**74,900**	**68,100**

Companies reporting: 273
Percentage bonus-eligible executives: 71
Average bonus as a percentage of base salary: 24

†*Annual rate as of April 1984* •*Insufficient data*

Table 260
TREASURER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $50 Million	*	*	*	*	$72,800	*
$50-100	$45,800	$6,300	$52,100	*	49,300	*
$100-200	50,800	3,200	54,000	*	54,200	*
$200-500	68,300	12,700	81,000	$58,900	71,700	$60,800
$500-1 Billion	78,600	22,100	100,700	67,600	83,600	70,900
$1-2	82,000	18,900	100,900	74,800	90,000	78,300
$2-5	100,300	21,700	122,000	88,500	103,800	96,800
Over $5 Billion	108,400	33,500	141,900	*	102,000	*
All Levels	**80,800**	**18,500**	**99,300**	**70,200**	**82,900**	**75,300**

Companies reporting: 175
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 26

Table 261
TOP FINANCIAL RELATIONS EXECUTIVE

$100-500 Million	$53,300	$3,800	$57,100	*	$56,800	*
$500-1 Billion	61,300	6,800	68,100	*	64,800	*
$1-2	75,500	17,300	92,800	*	86,700	*
$2-5	86,900	13,100	100,000	*	94,200	*
$5-10	82,000	21,600	103,600	*	87,400	*
All Levels	**73,100**	**13,600**	**86,700**	**$59,700**	**79,100**	**$65,900**

Companies reporting: 70
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 25

Table 262
TOP GENERAL ACCOUNTING EXECUTIVE

Under $50 Million	$32,600	$2,800	$35,400	$30,000	$33,600	$32,000
$50-100	*	*	*	38,600	35,300	37,400
$100-200	40,500	2,800	43,300	32,200	42,600	34,300
$200-500	45,700	4,100	49,800	43,400	47,600	46,000
$500-1 Billion	60,800	8,200	69,000	52,100	62,400	54,000
$1-2	58,000	14,500	72,500	54,300	64,600	57,900
$2-5	75,200	12,900	88,100	60,000	79,400	66,900
Over $5 Billion	76,700	18,100	94,800	*	72,300	*
All Levels	**55,400**	**8,700**	**64,100**	**46,000**	**56,300**	**49,500**

Companies reporting: 154
Percentage bonus-eligible executives: 51
Average bonus as a percentage of base salary: 18

†*Annual rate as of April 1984* **Insufficient data*

Table 263
TOP TAX EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$50-100 Million	$41,800	$5,400	$47,200	•	$44,000	•
$100-200	50,300	3,800	54,100	•	53,300	•
$200-500	52,200	6,800	59,000	$45,400	55,200	$47,500
$500-1 Billion	60,000	8,700	68,700	52,900	64,600	53,600
$1-2	68,800	16,300	85,100	53,700	75,800	58,700
$2-5	84,900	20,400	105,300	63,300	89,900	68,200
Over $5 Billion	102,200	31,200	133,400	•	93,500	•
All Levels	**68,000**	**13,900**	**81,900**	**55,400**	**69,600**	**57,500**

Companies reporting: 158
Percentage bonus-eligible executives: 66
Average bonus as a percentage of base salary: 21

Table 264
TOP FINANCIAL PLANNING EXECUTIVE

$100-500 Million	$64,200	$9,000	$73,200	$48,600	$67,500	$49,700
$500-1 Billion	•	•	•	•	•	•
$1-5	77,100	19,000	96,100	55,500	82,000	60,400
Over $5 Billion	75,900	19,300	95,200	•	78,000	•
All Levels	**72,500**	**15,300**	**87,800**	**54,800**	**74,100**	**58,500**

Companies reporting: 56
Percentage bonus-eligible executives: 57
Average bonus as a percentage of base salary: 24

Table 265
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

$25-50 Million	$45,100	$1,100	$46,200	$36,800	$48,200	$37,500
$50-100	47,000	6,200	53,200	40,700	49,100	43,100
$100-200	49,800	6,800	56,600	52,100	55,300	54,200
$200-500	54,500	6,700	61,200	56,300	58,600	59,500
$500-1 Billion	69,000	14,700	83,700	64,700	74,100	68,800
$1-2	77,500	13,400	90,900	68,500	83,600	69,600
$2-5	90,000	16,700	106,700	78,600	93,100	88,300
Over $5 Billion	94,900	37,000	131,900	•	95,800	•
All Levels	**65,400**	**12,200**	**77,600**	**58,000**	**68,500**	**60,400**

Companies reporting: 247
Percentage bonus-eligible executives: 63
Average bonus as a percentage of base salary: 22

†*Annual rate as of April 1984* •*Insufficient data*

Table 266
TOP BUDGET EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$50-200 Million	$46,900	$8,600	$55,500	$36,500	$48,400	$39,800
$200-500	41,700	2,900	44,600	40,900	43,600	44,100
$500-1 Billion	64,900	9,600	74,500	50,000	64,600	52,200
$1-2	*	*	*	52,100	*	55,900
$2-5	64,700	8,500	73,200	62,100	67,300	67,900
Over $5 Billion	66,500	14,500	81,000	*	*	*
All Levels	**54,000**	**7,300**	**61,300**	**47,200**	**55,800**	**50,700**

Companies reporting: 93
Percentage bonus-eligible executives: 47
Average bonus as a percentage of base salary: 19

Table 267
TOP INTERNAL AUDIT EXECUTIVE

$25-100 Million	$36,600	$2,700	$39,300	$39,200	$38,600	$42,200
$100-200	40,000	4,700	44,700	39,900	44,100	40,600
$200-500	46,200	5,200	51,400	41,700	46,900	43,700
$500-1 Billion	54,200	8,800	63,000	48,500	57,300	51,000
$1-2	55,900	9,000	64,900	58,000	59,500	60,100
$2-5	70,200	12,400	82,600	65,500	72,200	67,300
Over $5 Billion	82,900	19,400	102,300	74,900	80,600	76,800
All Levels	**56,400**	**9,000**	**65,400**	**50,800**	**57,700**	**52,800**

Companies reporting: 180
Percentage bonus-eligible executives: 53
Average bonus as a percentage of base salary: 19

Table 268
TOP CREDIT AND COLLECTION EXECUTIVE

Under $50 Million	$30,500	$2,900	$33,400	$27,700	$31,800	$28,100
$50-100	34,800	4,900	39,700	*	37,600	*
$100-200	35,100	3,100	38,200	32,100	38,500	33,200
$200-500	47,200	3,500	50,700	41,600	48,700	44,100
$500-1 Billion	55,900	11,400	67,300	53,400	*	53,600
$1-5	58,200	10,300	68,500	48,000	59,900	52,400
Over $5 Billion	96,900	40,700	137,600	*	*	*
All Levels	**50,200**	**10,000**	**60,200**	**42,700**	**49,300**	**45,000**

Companies reporting: 95
Percentage bonus-eligible executives: 55
Average bonus as a percentage of base salary: 19

†*Annual rate as of April 1984* **Insufficient data*

Table 26
CORPORATE RISK MANAGEMENT EXECUTIVE

Companies reporting: 128
Percentage bonus-eligible executives: 54
Average bonus as a percentage of base salary: 16

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-200 Million	$41,300	$3,800	$45,100	$37,000	$45,300	$40,400
$200-500	44,600	4,600	49,200	40,600	46,700	45,100
$500-1 Billion	54,200	7,100	61,300	46,700	57,400	49,700
$1-2	49,100	8,400	57,500	45,700	52,400	47,400
$2-5	62,300	7,700	70,000	57,200	66,000	61,900
Over $5 Billion	64,900	14,000	78,900	•	63,200	•
All Levels	**52,700**	**7,000**	**59,700**	**46,900**	**55,400**	**50,400**

Table 270
CASH MANAGEMENT EXECUTIVE

Companies reporting: 101
Percentage bonus-eligible executives: 47
Average bonus as a percentage of base salary: 14

Under $200 Million	$28,100	$1,100	$29,200	$29,900	$29,800	$34,500
$200-500	42,300	3,500	45,800	40,000	43,100	40,400
$500-1 Billion	43,700	5,000	48,700	42,100	49,000	43,600
$1-5	58,800	8,400	67,200	44,300	62,600	47,700
Over $5 Billion	63,800	6,900	70,700	56,200	55,800	60,100
All Levels	**50,100**	**5,900**	**56,000**	**42,700**	**51,800**	**45,200**

†*Annual rate as of April 1984* •*Insufficient data*

Business Services

Table 271
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$189,400	$74,700	$264,100	*	$200,100	*
$50-100	192,600	89,400	282,000	*	202,200	*
$100-200	164,200	52,600	216,800	*	182,300	*
$200-500	252,500	86,700	339,200	*	258,500	*
$500-1 Billion	274,300	139,600	413,900	*	292,500	*
All Levels	**219,400**	**97,900**	**317,300**	**$194,200**	**228,800**	**$198,400**

Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 55

Table 272
CHIEF OPERATING OFFICER

Under $50 Million	$98,200	$18,600	$116,800	*	$106,500	*
$50-100	146,500	59,100	205,600	*	157,400	*
$100-200	115,400	45,200	160,600	*	139,400	*
$200-500	167,700	34,800	202,500	*	187,600	*
All Levels	**143,100**	**52,700**	**195,800**	*	**158,400**	*

Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 40

Table 273
TOP FINANCIAL OFFICER

Under $50 Million	$79,300	$16,000	$95,300	*	$86,000	*
$50-100	87,300	38,200	125,500	*	96,200	*
$100-200	92,100	28,500	120,600	*	100,700	*
$200-500	112,500	30,000	142,500	*	122,500	*
Over $500 Million	132,800	54,500	187,300	*	138,300	*
All Levels	**99,400**	**33,900**	**133,300**	*	**107,000**	*

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 40

Table 274
TOP MARKETING EXECUTIVE

Under $200 Million	$85,300	$29,800	$115,100	*	$89,700	*
Over $200 Million	129,800	27,700	157,500	*	110,000	*
All Levels	**99,400**	**29,200**	**128,600**	*	**95,500**	*

Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 55

†*Annual rate as of April 1984* **Insufficient data*

Table 275
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 78

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	$65,000	$61,700	$126,700	*	$74,900	*
All Levels	**72,900**	**50,800**	**123,700**	*	**80,800**	*

Table 276
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 26

$25-100 Million	$60,200	$6,600	$66,800	*	$63,300	*
$100-200	57,100	9,100	66,200	*	66,200	*
$200-500	73,200	11,000	84,200	*	78,600	*
$500-1 Billion	80,600	24,900	105,500	*	87,500	*
All Levels	**76,200**	**19,700**	**95,900**	*	**78,100**	*

Table 277
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 46

$25-100 Million	$76,000	$36,700	$112,700	*	$74,800	*
$100-500	85,200	32,200	117,400	*	90,400	*
$500-1 Billion	95,100	34,200	129,300	*	105,900	*
All Levels	**91,400**	**38,200**	**129,600**	*	**94,800**	*

Table 278
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 94
Average bonus as a percentage of base salary: 33

Under $100 Million	$67,400	$16,700	$84,100	*	$74,100	*
$100-500	77,600	18,000	95,600	*	83,200	*
$500-1 Billion	96,200	34,800	131,000	*	103,700	*
All Levels	**87,600**	**27,400**	**115,000**	*	**91,700**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 279
TOP INTERNATIONAL EXECUTIVE

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 46

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $500 Million	$81,700	$34,200	$115,900	*	$88,200	*
$500-2 Billion	86,100	36,500	122,600	*	101,600	*
All Levels	**90,000**	**39,400**	**129,400**	*	**94,000**	*

Table 280
CONTROLLER

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 26

Under $50 Million	$53,700	$5,000	$58,700	*	$53,700	*
$50-100	58,900	12,600	71,500	*	62,800	*
$100-200	59,400	13,100	72,500	*	62,500	*
$200-500	70,700	12,800	83,500	*	77,100	*
$500-2 Billion	80,800	23,600	104,400	*	91,300	*
All Levels	**68,100**	**15,000**	**83,100**	**$56,800**	**71,100**	**$56,200**

Table 281
TREASURER

Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 27

Under $200 Million	$60,600	$8,500	$69,100	*	$64,800	*
$200-500	72,800	17,600	90,400	*	78,800	*
Over $500 Million	80,700	23,200	103,900	*	88,800	*
All Levels	**72,100**	**17,000**	**89,100**	*	**77,900**	*

†*Annual rate as of April 1984* **Insufficient data*

Communications §

Table 282
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 44

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $1 Billion	$257,500	$115,300	$372,800	•	$285,700	•
Over $1 Billion	422,700	170,700	593,400	•	399,700	•
All Levels	**351,900**	**147,000**	**498,900**	•	**347,100**	•

Table 283
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 36

Over $200 Million	$238,600	$86,300	$324,900	•	$220,300	•
All Levels	**220,000**	**75,600**	**295,600**	•	**199,600**	•

Table 284
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 39

Under $1 Billion	$119,800	$43,100	$162,900	•	$131,500	•
Over $1 Billion	191,500	70,700	262,200	•	181,800	•
All Levels	**150,500**	**54,900**	**205,400**	•	**153,100**	•

Table 285
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 26

Over $1 Billion	$129,600	$26,500	$156,100	•	•	•
All Levels	**108,100**	**22,300**	**130,400**	•	**$108,600**	•

Table 286
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 29

Over $1 Billion	$115,600	$28,200	$143,800	•	$110,700	•
All Levels	**104,300**	**27,300**	**131,600**	•	**102,100**	•

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 287
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 24

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Over $1 Billion	$119,100	$28,800	$147,900	•	$125,300	•
All Levels	**110,300**	**26,500**	**136,800**	•	**116,300**	•

Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 23

Table 288
TOP LEGAL EXECUTIVE

Over $1 Billion	$143,900	$35,200	$179,100	•	$154,800	•
All Levels	**143,900**	**35,200**	**179,100**	•	**139,900**	•

Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 23

Table 289
CONTROLLER

Under $1 Billion	$57,100	$14,800	$71,900	•	$59,700	•
Over $1 Billion	114,800	24,200	139,000	•	100,800	•
All Levels	**92,600**	**20,600**	**113,200**	•	**81,800**	•

Percentage bonus-eligible executives: 79
Average bonus as a percentage of base salary: 26

Table 290
TREASURER

Under $2 Billion	$77,800	$22,800	$100,600	•	$87,600	•
Over $2 Billion	121,000	25,400	146,400	•	•	•
All Levels	**101,400**	**24,200**	**125,600**	•	**96,100**	•

†*Annual rate as of April 1984* •*Insufficient data*

Construction and Contracting §

Table 291
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 74

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$151,000	$73,000	$224,000	*	$159,000	*
$500-2 Billion	241,500	158,000	399,500	*	275,200	*
All Levels	**234,200**	**139,500**	**373,700**	*	**227,300**	*

Table 292
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 59

Under $100 Million	$71,100	$33,700	$104,800	*	$77,700	*
$100-500	142,600	53,300	195,900	*	149,100	*
All Levels	**145,000**	**72,500**	**217,500**	*	**145,400**	*

Table 293
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 42

Under $100 Million	$48,600	$14,300	$62,900	*	$53,800	*
$100-500	91,500	23,500	115,000	*	96,700	*
Over $500 Million	165,100	88,900	254,000	*	178,700	*
All Levels	**108,900**	**48,100**	**157,000**	*	**114,300**	*

Table 294
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 44

Under $1 Billion	$79,700	$27,600	$107,300	*	$83,000	*
All Levels	**86,300**	**27,800**	**114,100**	*	**90,000**	*

Table 295
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 48

Under $1 Billion	$69,300	$18,800	$88,100	*	$59,000	*
All Levels	**69,300**	**18,800**	**88,100**	*	**59,000**	*

§The following positions were omitted because of insufficient data: top strategic planning executive, top legal executive, top international executive.

†Annual rate as of April 1984 **Insufficient data*

Table 296
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 89

Average bonus as a percentage of base salary: 27

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Over $500 Million	$87,700	$25,900	$113,600	•	$89,900	•
All Levels	**80,300**	**23,000**	**103,300**	•	**82,100**	•

Table 297
CONTROLLER

Percentage bonus-eligible executives: 93

Average bonus as a percentage of base salary: 27

$100-500 Million	$52,200	$7,300	$59,500	•	$55,400	•
Over $500 Million	96,400	32,000	128,400	•	103,400	•
All Levels	**67,700**	**17,800**	**85,500**	•	**68,400**	•

Table 298
TREASURER

Percentage bonus-eligible executives: 100

Average bonus as a percentage of base salary: 36

Over $500 Million	$110,300	$38,700	$149,000	•	$115,800	•
All Levels	**110,300**	**38,700**	**149,000**	•	**115,800**	•

†*Annual rate as of April 1984* •*Insufficient data*

Mining and Energy Extraction §

Table 299
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 36

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	$220,100	$27,200	$247,300	$185,900	$229,900	$198,500
$200-500	247,300	81,900	329,200	•	264,000	•
Over $500 Million	375,000	78,700	453,700	•	392,300	•
All Levels	**282,500**	**61,600**	**344,100**	**196,600**	**291,900**	**211,300**

Table 300
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 31

Over $200 Million	$239,500	$60,200	$299,700	•	$251,200	•
All Levels	**208,900**	**45,400**	**254,300**	•	**214,700**	•

Table 301
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 23

Under $1 Billion	$121,400	$21,300	$142,700	$130,300	$121,800	$143,100
All Levels	**130,800**	**21,900**	**152,700**	**130,300**	**121,800**	**143,100**

Table 302
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 21

Under $1 Billion	$75,400	$12,600	$88,000	•	$80,800	•
All Levels	**83,400**	**13,800**	**97,200**	•	**84,400**	•

Table 303
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 23

Under $500 Million	$87,500	$18,400	$105,900	•	$91,200	•
Over $500 Million	111,700	14,000	125,700	•	116,500	•
All Levels	**96,600**	**16,800**	**113,400**	•	**99,100**	•

§The following positions were omitted because of insufficient data: top marketing executive, top sales executive, top strategic planning executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 304
CONTROLLER

Percentage bonus-eligible executives: 76

Average bonus as a percentage of base salary: 17

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $200 Million	$66,800	$4,200	$71,000	•	$70,900	•
$200-500	83,500	18,400	101,900	•	86,600	•
All Levels	**77,500**	**9,800**	**87,300**	**$92,600**	**78,300**	**$102,200**

Table 305
TREASURER

Percentage bonus-eligible executives: 87

Average bonus as a percentage of base salary: 18

Under $500 Million	$71,400	$8,100	$79,500	•	$75,200	•
Over $500 Million	80,600	7,600	88,200	•	82,900	•
All Levels	**74,900**	**7,900**	**82,800**	•	**78,200**	•

†*Annual rate as of April 1984* •*Insufficient data*

Retail Sales §

Table 306
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$130,800	$73,100	$203,900	*	$139,300	*
$50-100	131,500	22,200	153,700	*	140,600	*
$100-200	169,000	35,300	204,300	*	174,100	*
$200-500	199,900	86,400	286,300	*	205,700	*
$500-1 Billion	269,400	75,400	344,800	*	308,100	*
$1-5	387,100	168,900	556,000	*	433,700	*
Over $5 Billion	443,600	250,500	694,100	*	450,300	*
All Levels	**236,800**	**98,900**	**335,700**	**$258,800**	**241,200**	**$268,200**

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 49

Table 307
CHIEF OPERATING OFFICER

Under $100 Million	$100,400	$46,200	$146,600	*	$102,600	*
$100-500	129,600	31,800	161,400	$153,300	137,700	$169,700
$500-2 Billion	186,300	87,200	273,500	*	230,300	*
Over $2 Billion	326,700	166,800	493,500	*	326,900	*
All Levels	**168,700**	**69,300**	**238,000**	**139,800**	**175,000**	**150,600**

Percentage bonus-eligible executives: 81

Average bonus as a percentage of base salary: 50

Table 308
TOP FINANCIAL OFFICER

Under $50 Million	$61,800	$18,800	$80,600	*	$67,700	*
$50-100	80,800	9,400	90,200	*	88,600	*
$100-200	62,400	13,800	76,200	*	65,900	*
$200-500	100,100	21,900	122,000	*	106,900	*
$500-1 Billion	119,600	30,600	150,200	*	125,800	*
$1-5	190,600	67,600	258,200	*	212,900	*
Over $5 Billion	243,900	127,600	371,500	*	*	*
All Levels	**118,300**	**38,400**	**156,700**	**$107,400**	**124,500**	**$108,000**

Percentage bonus-eligible executives: 81

Average bonus as a percentage of base salary: 37

§The following position was omitted because of insufficient data: top international executive.
†Annual rate as of April 1984 **Insufficient data*

Table 309
TOP MARKETING EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$48,600	$3,400	$52,000	•	$51,200	•
$50-100	66,500	8,900	75,400	•	•	•
$100-500	89,400	16,500	105,900	•	91,700	$91,200
$500-1 Billion	101,400	44,000	145,400	•	106,300	•
Over $1 Billion	175,000	65,500	240,500	•	222,300	•
All Levels	**94,500**	**25,400**	**119,900**	**$94,300**	**103,100**	**96,600**

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 32

Table 310
TOP SALES EXECUTIVE

Under $100 Million	$78,100	$800	$78,900	•	$79,100	•
$100-500	77,200	10,700	87,900	•	73,200	•
All Levels	**83,700**	**10,200**	**93,900**	•	**81,600**	•

Percentage bonus-eligible executives: 81
Average bonus as a percentage of base salary: 18

Table 311
TOP HUMAN RESOURCES EXECUTIVE

Under $50 Million	$45,500	$7,200	$52,700	•	$48,800	•
$50-200	45,000	6,800	51,800	$43,400	49,500	$44,300
$200-500	56,800	7,000	63,800	67,800	61,000	71,400
$500-1 Billion	77,200	18,600	95,800	•	80,600	•
$1-5	109,300	15,500	124,800	•	114,500	•
Over $5 Billion	152,400	68,300	220,700	•	•	•
All Levels	**79,500**	**19,800**	**99,300**	**72,300**	**77,900**	**72,300**

Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 25

Table 312
TOP STRATEGIC PLANNING EXECUTIVE

$100-500 Million	$83,400	$3,400	$86,800	•	$87,800	•
Over $500 Million	113,500	39,200	152,700	•	98,500	•
All Levels	**99,600**	**22,700**	**122,300**	•	**92,700**	•

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 27

†*Annual rate as of April 1984* •*Insufficient data*

Table 313
TOP LEGAL EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$72,800	$9,400	$82,200	•	$73,000	•
$500-1 Billion	93,700	28,100	121,800	•	100,800	•
Over $1 Billion	134,500	46,700	181,200	•	131,700	•
All Levels	**96,800**	**27,100**	**123,900**	**$86,900**	**96,300**	**$89,900**

Percentage bonus-eligible executives: 74

Average bonus as a percentage of base salary: 28

Table 314
CONTROLLER

$25-100 Million	$43,000	$2,600	$45,600	$35,600	$45,600	$37,600
$100-500	49,200	8,100	57,300	62,300	51,500	65,800
$500-1 Billion	64,800	21,400	86,200	•	66,900	•
$1-5	78,800	21,800	100,600	•	87,400	•
Over $5 Billion	139,100	54,900	194,000	•	129,300	•
All Levels	**67,800**	**18,000**	**85,800**	**62,000**	**68,100**	**64,300**

Percentage bonus-eligible executives: 70

Average bonus as a percentage of base salary: 30

Table 315
TREASURER

$100-500 Million	$62,100	$11,700	$73,800	•	$64,800	•
$500-1 Billion	78,700	26,200	104,900	•	•	•
$1-5	95,800	11,200	107,000	•	94,800	•
Over $5 Billion	113,300	46,700	160,000	•	114,000	•
All Levels	**84,500**	**23,500**	**108,000**	**$88,500**	**81,700**	**$85,800**

Percentage bonus-eligible executives: 84

Average bonus as a percentage of base salary: 30

†*Annual rate as of April 1984* •*Insufficient data*

Transportation §

Table 316
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$101,100	$26,800	$127,900	•	$103,700	•
$100-500	•	•	•	•	221,100	•
$500-2 Billion	345,000	88,900	433,900	•	358,000	•
$2-5	379,000	208,300	587,300	•	389,000	•
All Levels	**271,700**	**105,100**	**376,800**	•	**272,300**	•

Percentage bonus-eligible executives: 88

Average bonus as a percentage of base salary: 52

Table 317
CHIEF OPERATING OFFICER

$100-500 Million	$115,300	$47,800	$163,100	•	$124,400	•
Over $500 Million	247,100	105,300	352,400	•	258,600	•
All Levels	**158,900**	**77,100**	**236,000**	•	**153,700**	•

Percentage bonus-eligible executives: 89

Average bonus as a percentage of base salary: 62

Table 318
TOP FINANCIAL OFFICER

Under $100 Million	$50,200	$8,000	$58,200	•	$55,600	•
$100-500	81,400	34,800	116,200	•	89,600	•
$500-2 Billion	162,300	33,400	195,700	•	173,400	•
Over $2 Billion	192,100	93,700	285,800	•	•	•
All Levels	**118,400**	**40,200**	**158,600**	•	**123,200**	•

Percentage bonus eligible executives: 85

Average bonus as a percentage of base salary: 40

Table 319
TOP MARKETING EXECUTIVE

$100-500 Million	$64,800	$7,200	$72,000	•	$68,000	•
Over $500 Million	121,700	20,400	142,100	•	•	•
All Levels	**88,800**	**16,000**	**104,800**	•	**92,500**	**$135,800**

Percentage bonus-eligible executives: 75

Average bonus as a percentage of base salary: 23

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 320
TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Percentage bonus-eligible executives: 86						
Average bonus as a percentage of base salary: 33						
$100-500 Million	$70,800	$16,900	$87,700	•	$67,500	•
$500-2 Billion	96,900	17,300	114,200	•	104,800	•
Over $2 Billion	123,100	51,100	174,200	•	•	•
All Levels	**87,700**	**24,100**	**111,800**	•	**86,000**	•

Table 321
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 33

Over $500 Million	$104,900	$36,400	$141,300	•	$114,000	•
All Levels	**90,000**	**24,900**	**114,900**	•	**92,600**	•

Table 322
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 41

Under $500 Million	$85,900	$36,700	$122,600	•	$87,100	•
$500-2 Billion	130,300	22,600	152,900	•	139,600	•
Over $2 Billion	145,000	66,500	211,500	•	•	•
All Levels	**120,400**	**41,900**	**162,300**	•	**122,100**	•

Table 323
CONTROLLER

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 27

Under $500 Million	$52,400	$7,400	$59,800	•	$54,900	•
$500-2 Billion	94,500	15,300	109,800	•	100,800	•
Over $2 Billion	112,600	41,600	154,200	•	•	•
All Levels	**85,000**	**20,200**	**105,200**	**$71,400**	**86,300**	•

Table 324
TREASURER

Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 26

$500-2 Billion	$71,800	$12,200	$84,000	•	$73,100	•
Over $2 Billion	102,400	27,300	129,700	•	113,900	•
All Levels	**82,200**	**17,400**	**99,600**	•	**85,500**	•

†*Annual rate as of April 1984* •*Insufficient data*

Utilities §

Table 325
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	•	•	•	$168,300	•	$181,000
$500-1 Billion	•	•	•	188,800	•	198,600
$1-2	$255,900	$53,300	$309,200	258,200	$267,900	276,000
Over $2 Billion	382,500	113,300	495,800	287,200	408,600	316,800
All Levels	**298,600**	**80,700**	**379,300**	**209,900**	**304,500**	**223,900**

Percentage bonus-eligible executives: 43

Average bonus as a percentage of base salary: 38

Table 326
CHIEF OPERATING OFFICER

$500-1 Billion	•	•	•	$135,900	•	$148,200
$1-2	•	•	•	•	•	•
Over $2 Billion	$247,700	$85,000	$332,700	•	$262,000	•
All Levels	**192,900**	**54,300**	**247,200**	**153,200**	**199,200**	**168,900**

Percentage bonus-eligible executives: 48

Average bonus as a percentage of base salary: 37

Table 327
TOP FINANCIAL OFFICER

$100-500 Million	•	•	•	$82,000	•	$89,400
$500-1 Billion	•	•	•	102,400	•	109,000
$1-2	•	•	•	111,500	•	117,900
Over $2 Billion	$183,600	$40,300	$223,900	•	$191,000	•
All Levels	**154,400**	**32,400**	**186,800**	**103,400**	**159,100**	**110,800**

Percentage bonus-eligible executives: 41

Average bonus as a percentage of base salary: 27

Table 328
TOP MARKETING EXECUTIVE

$100-500 Million	•	•	•	$65,900	•	$69,800
$500-1 Billion	•	•	•	•	•	80,800
$1-5	$100,000	$14,400	$114,400	•	•	•
All Levels	**105,000**	**17,300**	**122,300**	**76,200**	**$121,200**	**76,800**

Percentage bonus-eligible executives: 43

Average bonus as a percentage of base salary: 23

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 329
TOP HUMAN RESOURCES EXECUTIVE

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	*	*	*	$59,300	*	$65,700
$500-1 Billion	*	*	*	71,900	*	74,400
$1-2	*	*	*	*	$81,400	*
Over $2 Billion	$111,300	$21,700	$133,000	*	114,000	*
All Levels	**91,300**	**14,600**	**105,900**	**67,900**	**93,700**	**72,100**

Percentage bonus-eligible executives: 40
Average bonus as a percentage of base salary: 20

Table 330
TOP STRATEGIC PLANNING EXECUTIVE

$500-1 Billion	*	*	*	$70,800	*	$74,800
Over $1 Billion	$107,300	$14,700	$122,000	87,000	$109,300	92,200
All Levels	**101,500**	**13,900**	**115,400**	**75,900**	**102,800**	**80,600**

Percentage bonus-eligible executives: 48
Average bonus as a percentage of base salary: 20

Table 331
TOP LEGAL EXECUTIVE

$200-500 Million	*	*	*	$72,900	*	$81,300
$500-1 Billion	*	*	*	81,500	*	83,500
$1-2	*	*	*	*	$118,400	*
Over $2 Billion	$147,200	$24,300	$171,500	*	154,200	*
All Levels	**134,200**	**22,800**	**157,000**	**87,200**	**134,800**	**92,400**

Percentage bonus-eligible executives: 49
Average bonus as a percentage of base salary: 28

Table 332
CONTROLLER

$200-500 Million	*	*	*	$60,900	*	$65,400
$500-1 Billion	*	*	*	66,100	*	70,000
$1-2	$71,700	$7,100	$78,800	*	$72,000	*
Over $2 Billion	101,900	14,800	116,700	*	107,400	*
All Levels	**86,500**	**12,000**	**98,500**	**65,100**	**89,100**	**68,900**

Percentage bonus-eligible executives: 47
Average bonus as a percentage of base salary: 18

†*Annual rate as of April 1984* **Insufficient data*

Table 333
TREASURER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$100-500 Million	•	•	•	$56,100	•	$58,500
$500-1 Billion	•	•	•	66,200	•	68,500
$1-2	$79,400	$14,900	$94,300	72,300	$82,500	76,100
Over $2 Billion	87,500	14,600	102,100	•	97,700	105,900
All Levels	**78,600**	**12,900**	**91,500**	**69,700**	**82,900**	**75,800**

†*Annual rate as of April 1984* •*Insufficient data*

Percentage bonus-eligible executives: 45

Average bonus as a percentage of base salary: 21

Wholesale Trade

Table 334
CHIEF EXECUTIVE OFFICER

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$83,400	$23,900	$107,300	•	$95,000	•
$50-100	124,200	22,300	146,500	•	124,200	•
$100-200	164,600	44,800	209,400	•	194,000	•
$200-500	182,000	59,100	241,100	•	192,600	•
$500-1 Billion	•	•	•	•	•	•
$1-2	194,600	46,800	241,400	•	216,100	•
All Levels	**160,400**	**48,300**	**208,700**	**$225,500**	**179,300**	**$240,000**

Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 38

Table 335
CHIEF OPERATING OFFICER

$50-100 Million	$95,700	$49,700	$145,400	•	$94,400	•
$100-500	143,300	35,000	178,300	•	•	•
Over $500 Million	149,200	37,000	186,200	•	165,500	•
All Levels	**125,000**	**37,200**	**162,200**	**$190,100**	**132,800**	**$159,000**

Percentage bonus-eligible executives: 81
Average bonus as a percentage of base salary: 45

Table 336
TOP FINANCIAL OFFICER

$50-100 Million	$75,800	$10,300	$86,100	•	$75,300	•
$100-200	88,800	15,800	104,600	•	93,800	•
$200-500	95,000	22,900	117,900	•	102,000	•
$500-1 Billion	•	•	•	•	•	•
$1-5	147,500	62,600	210,100	•	160,700	•
All Levels	**97,600**	**28,300**	**125,900**	**$82,700**	**100,900**	**$91,500**

Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 30

Table 337
TOP MARKETING EXECUTIVE

Under $100 Million	$58,500	$6,800	$65,300	•	$60,200	•
$100-500	92,800	19,500	112,300	•	92,800	•
$500-1 Billion	•	•	•	•	•	•
$1-5	81,300	24,100	105,400	•	97,600	•
All Levels	**76,900**	**17,900**	**94,800**	**$93,600**	**80,800**	**$100,600**

Percentage bonus-eligible executives: 79
Average bonus as a percentage of base salary: 25

†*Annual rate as of April 1984* •*Insufficient data*

Table 338
TOP SALES EXECUTIVE

Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 43

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$65,400	$13,500	$78,900	•	$70,400	•
Over $100 Million	85,400	39,600	125,000	•	85,100	•
All Levels	**72,900**	**23,300**	**96,200**	•	**76,300**	•

Table 339
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 21

Under $200 Million	$50,300	$2,200	$52,500	•	$51,400	•
$200-500	73,400	8,600	82,000	•	77,800	•
$500-1 Billion	•	•	•	•	•	•
Over $1 Billion	78,200	22,700	100,900	•	86,400	•
All Levels	**66,400**	**12,900**	**79,300**	•	**70,600**	**$60,400**

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 38

Table 340
TOP STRATEGIC PLANNING EXECUTIVE

Over $500 Million	$79,900	$25,300	$105,200	•	•	•
All Levels	**76,200**	**25,700**	**101,900**	•	**$84,500**	•

Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 30

Table 341
TOP LEGAL EXECUTIVE

Under $500 Million	$79,600	$11,700	$91,300	•	$85,600	•
Over $500 Million	81,000	29,400	110,400	•	95,700	•
All Levels	**80,500**	**23,100**	**103,600**	•	**91,800**	•

Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 26

Table 342
TOP INTERNATIONAL EXECUTIVE

Under $500 Million	$71,900	$14,500	$86,400	•	$71,800	•
All Levels	**79,300**	**19,700**	**99,000**	•	**77,900**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 343
CONTROLLER

Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 20

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $100 Million	$42,600	$2,700	$45,300	•	$44,900	•
$100-500	58,800	5,600	64,400	•	61,900	•
Over $500 Million	71,900	17,900	89,800	•	75,000	•
All Levels	**59,000**	**9,700**	**68,700**	**$47,100**	**61,400**	**$55,800**

Table 344
TREASURER

Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 25

$100-500 Million	$55,300	$7,600	$62,900	•	$59,700	•
Over $500 Million	88,200	29,300	117,500	•	92,800	•
All Levels	**68,600**	**17,300**	**85,900**	•	**69,700**	•

†*Annual rate as of April 1984* •*Insufficient data*

Financial Services Group

Table 345
CHIEF EXECUTIVE OFFICER

Companies reporting: 205
Percentage bonus-eligible executives: 71
Average bonus as a percentage of base salary: 35

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $25 Million	$84,900	$43,800	$128,700	•	$79,500	$105,800
$25-100	91,500	31,000	122,500	$174,000	94,500	184,400
$100-200	145,700	35,600	181,300	106,700	149,800	114,700
$200-500	129,900	29,800	159,700	150,900	144,300	156,100
$500-1 Billion	162,400	65,400	227,800	150,300	172,500	163,500
$1-2	186,300	46,700	233,000	192,100	215,400	210,700
$2-5	265,200	85,500	350,700	•	295,800	212,600
$5-10	283,300	105,700	389,000	•	318,800	•
Over $10 Billion	406,800	113,300	520,100	•	•	•
All Levels	**217,700**	**66,900**	**284,600**	**174,100**	**208,600**	**182,400**

Table 346
CHIEF OPERATING OFFICER

Companies reporting: 138
Percentage bonus-eligible executives: 70
Average bonus as a percentage of base salary: 32

Under $100 Million	$66,300	$14,300	$80,600	$149,300	$70,300	$139,200
$100-200	96,900	8,900	105,800	65,500	102,100	73,400
$200-500	78,300	15,100	93,400	124,200	86,900	129,800
$500-1 Billion	131,900	72,300	204,200	91,900	137,000	103,700
$1-2	137,800	31,300	169,100	128,500	150,900	140,500
$2-5	183,000	58,900	241,900	•	213,700	•
$5-10	200,900	70,800	271,700	•	218,100	•
Over $10 Billion	327,400	70,000	397,400	•	•	•
All Levels	**165,300**	**45,400**	**210,700**	**124,800**	**155,100**	**132,400**

†*Annual rate as of April 1984* •*Insufficient data*

Table 347
TOP FINANCIAL OFFICER

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $50 Million	$49,800	$8,800	$58,600	$71,600	$54,600	$81,300
$50-100	52,100	19,700	71,800	•	56,900	78,600
$100-200	65,700	7,200	72,900	•	69,900	•
$200-500	65,600	10,800	76,400	54,100	71,500	55,100
$500-1 Billion	76,900	18,600	95,500	72,800	82,700	77,200
$1-2	88,300	16,000	104,300	83,200	96,400	86,900
$2-5	120,300	32,400	152,700	•	131,200	•
$5-10	111,200	32,600	143,800	•	120,300	•
Over $10 Billion	179,900	41,700	221,600	•	•	•
All Levels	**97,000**	**22,500**	**119,500**	**79,500**	**95,400**	**83,200**

Companies reporting: 163
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 25

Table 348
TOP MARKETING EXECUTIVE

Under $100 Million	$70,700	$34,500	$105,200	$63,500	$61,400	$66,300
$100-200	52,200	4,100	56,300	49,000	53,200	50,500
$200-500	54,100	5,100	59,200	48,800	56,100	52,300
$500-1 Billion	64,900	14,700	79,600	48,500	71,400	50,000
$1-2	81,500	41,700	123,200	62,200	89,200	65,000
$2-5	60,200	8,700	68,900	•	68,500	•
$5-10	80,700	13,800	94,500	•	93,000	•
Over $10 Billion	116,800	31,100	147,900	•	•	•
All Levels	**71,000**	**16,900**	**87,900**	**59,100**	**70,800**	**62,900**

Companies reporting: 132
Percentage bonus-eligible executives: 67
Average bonus as a percentage of base salary: 23

Table 349
TOP SALES EXECUTIVE

Under $500 Million	$43,700	$10,400	$54,100	•	$46,900	$57,300
Over $500 Million	98,000	42,400	140,400	$67,700	86,500	70,500
All Levels	**77,100**	**30,100**	**107,200**	**68,500**	**68,300**	**63,100**

Companies reporting: 35
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 42

†*Annual rate as of April 1984* •*Insufficient data*

Table 350
TOP HUMAN RESOURCES EXECUTIVE

ASSETS	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $100 Million	$38,000	$4,200	$42,200	•	$39,600	$40,000
$100-200	39,200	3,400	42,600	$31,600	39,500	33,500
$200-500	41,100	4,000	45,100	44,100	43,800	48,100
$500-1 Billion	48,200	4,500	52,700	37,600	50,300	40,500
$1-2	59,100	12,200	71,300	52,200	63,400	53,700
$2-5	61,600	10,700	72,300	52,000	67,800	58,000
$5-10	79,900	17,300	97,200	•	85,900	•
Over $10 Billion	113,700	23,500	137,200	•	•	•
All Levels	**65,100**	**11,500**	**76,600**	**46,700**	**61,300**	**49,000**

Companies reporting: 169
Percentage bonus-eligible executives: 69
Average bonus as a percentage of base salary: 18

Table 351
TOP STRATEGIC PLANNING EXECUTIVE

Under $2 Billion	$56,200	$14,200	$70,400	$59,800	$60,200	$65,200
$2-5	67,800	8,300	76,100	•	78,200	•
Over $5 Billion	96,500	19,200	115,700	•	94,700	62,300
All Levels	**76,200**	**14,200**	**90,400**	**60,200**	**78,200**	**64,000**

Companies reporting: 62
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 20

Table 352
TOP LEGAL EXECUTIVE

Under $200 Million	$54,800	$11,100	$65,900	$80,400	$58,000	$84,800
$200-500	76,700	9,600	86,300	•	80,400	•
$500-1 Billion	55,700	6,100	61,800	62,700	58,300	67,600
$1-2	74,200	8,700	82,900	61,700	79,700	66,200
$2-5	88,900	20,300	109,200	•	95,300	•
$5-10	83,300	15,300	98,600	•	89,900	•
Over $10 Billion	143,100	30,300	173,400	•	•	•
All Levels	**89,000**	**17,000**	**106,000**	**70,500**	**82,400**	**75,200**

Companies reporting: 117
Percentage bonus-eligible executives: 70
Average bonus as a percentage of base salary: 21

†*Annual rate as of April 1984* •*Insufficient data*

Table 353
TOP INTERNATIONAL EXECUTIVE

Companies reporting: 41
Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 18

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $1 Billion	$41,400	$3,300	$44,700	*	$43,000	*
$1-2	*	*	*	*	66,500	*
$2-5	78,700	15,200	93,900	*	87,300	*
$5-10	92,700	16,500	109,200	*	97,400	*
Over $10 Billion	150,800	28,900	179,700	*	*	*
All Levels	**93,800**	**16,400**	**110,200**	**$67,800**	**79,700**	**$55,200**

Table 354
CONTROLLER

Companies reporting: 135
Percentage bonus-eligible executives: 68
Average bonus as a percentage of base salary: 17

Under $100 Million	*	*	*	$50,400	*	$53,100
$100-200	$32,900	$1,700	$34,600	*	*	*
$200-500	38,700	4,300	43,000	37,200	$43,100	39,300
$500-1 Billion	56,000	9,300	65,300	39,200	58,900	42,400
$1-2	59,300	9,600	68,900	52,300	66,100	55,200
$2-5	61,600	8,200	69,800	*	66,600	*
$5-10	76,800	12,700	89,500	*	80,100	*
Over $10 Billion	94,600	19,300	113,900	*	*	*
All Levels	**62,000**	**9,900**	**71,900**	**46,200**	**60,600**	**49,300**

Table 355
TREASURER

Companies reporting: 68
Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 30

$100-500 Million	$51,900	$6,100	$58,000	*	$57,300	*
$500-1 Billion	*	*	*	*	*	*
$1-2	63,600	12,700	76,300	*	71,100	*
$2-5	86,700	27,200	113,900	*	93,100	*
$5-10	92,800	76,000	168,800	*	100,400	*
Over $10 Billion	90,300	13,900	104,200	*		*
All Levels	**75,700**	**23,500**	**99,200**	**$51,700**	**77,800**	**$54,300**

†*Annual rate as of April 1984* **Insufficient data*

Table 356
TOP FINANCIAL RELATIONS EXECUTIVE

Companies reporting: 21
Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 28

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$1-5 Billion	$78,600	$20,900	$99,500	•	$88,400	•
Over $5 Billion	80,600	18,300	98,900	•	95,800	•
All Levels	**79,900**	**19,300**	**99,200**	**$62,200**	**92,100**	**$66,500**

Table 357
TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 81
Percentage bonus-eligible executives: 60
Average bonus as a percentage of base salary: 14

$100-500 Million	$37,600	$4,500	$42,100	$36,400	$39,600	$38,700
$500-1 Billion	•	•	•	36,100	•	42,400
$1-2	45,700	5,500	51,200	36,400	49,500	40,400
$2-5	49,900	6,300	56,200	•	54,100	•
$5-10	61,000	10,400	71,400	•	65,100	54,300
Over $10 Billion	73,400	8,700	82,100	•	•	•
All Levels	**51,600**	**6,700**	**58,300**	**40,600**	**50,600**	**45,300**

Table 358
TOP TAX EXECUTIVE

Companies reporting: 74
Percentage bonus-eligible executives: 62
Average bonus as a percentage of base salary: 21

Under $1 Billion	$46,400	$2,800	$49,200	•	$48,700	•
$1-2	54,900	6,200	61,100	$42,100	58,300	$43,900
$2-5	69,000	23,300	92,300	40,700	78,600	43,400
$5-10	65,800	11,400	77,200	48,500	72,300	53,300
Over $10 Billion	78,300	11,000	89,300	•	•	•
All Levels	**66,500**	**11,500**	**78,000**	**47,900**	**66,500**	**50,800**

Companies reporting: 43
Percentage bonus-eligible executives: 58
Average bonus as a percentage of base salary: 19

Table 359
TOP FINANCIAL PLANNING EXECUTIVE

Under $1 Billion	$72,500	$12,300	$84,800	•	$80,600	•
$1-5	55,500	8,900	64,400	$53,000	63,100	$46,900
Over $5 Billion	97,700	12,700	110,400	58,500	•	61,800
All Levels	**77,500**	**11,200**	**88,700**	**55,000**	**72,200**	**54,800**

†*Annual rate as of April 1984* •*Insufficient data*

Table 360
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-200 Million	$48,100	$2,900	$51,000	•	$49,800	•
$200-500	56,000	5,100	61,100	$45,400	58,000	$47,800
$500-1 Billion	55,500	6,100	61,600	57,800	59,500	63,200
$1-2	63,900	12,000	75,900	55,200	68,500	58,900
$2-5	73,300	11,800	85,100	•	84,600	•
$5-10	80,500	18,000	98,500	•	88,300	•
Over $10 Billion	122,100	32,200	154,300	•	•	•
All Levels	**73,400**	**13,500**	**86,900**	**57,400**	**71,300**	**61,500**

Companies reporting: 133
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 20

Table 361
TOP BUDGET EXECUTIVE

Under $1 Billion	•	•	•	$40,300	•	$40,700
$1-5	$46,300	$4,800	$51,100	36,100	$53,100	39,000
Over $5 Billion	66,000	10,300	76,300	46,500	•	52,000
All Levels	**52,800**	**7,000**	**59,800**	**39,900**	**50,500**	**42,800**

Companies reporting: 39
Percentage bonus-eligible executives: 36
Average bonus as a percentage of base salary: 13

Table 362
TOP INTERNAL AUDIT EXECUTIVE

$100-200 Million	$37,500	$3,400	$40,900	$34,000	$38,800	$36,500
$200-500	35,300	2,200	37,500	34,800	37,700	37,600
$500-1 Billion	38,700	3,800	42,500	36,200	42,000	38,600
$1-2	44,300	4,000	48,300	40,700	45,700	43,700
$2-5	52,900	6,500	59,400	55,400	57,000	59,600
$5-10	60,100	8,800	68,900	55,900	67,500	67,400
Over $10 Billion	86,900	16,100	103,000	•	•	•
All Levels	**51,800**	**6,600**	**58,400**	**44,800**	**48,500**	**49,000**

Companies reporting: 153
Percentage bonus-eligible executives: 61
Average bonus as a percentage of base salary: 13

†*Annual rate as of April 1984* •*Insufficient data*

Table 363
TOP CREDIT AND COLLECTION EXECUTIVE

Companies reporting: 38
Percentage bonus-eligible executives: 66
Average bonus as a percentage of base salary: 15

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$200-500 Million	$42,500	$3,000	$45,500	•	$41,400	•
$500-1 Billion	•	•	•	•	•	•
$1-5	67,300	9,800	77,100	$42,300	76,700	$49,700
Over $5 Billion	107,000	15,100	122,100	•	•	•
All Levels	**68,100**	**9,000**	**77,100**	**41,900**	**59,100**	**47,100**

Companies reporting: 43
Percentage bonus-eligible executives: 49
Average bonus as a percentage of base salary: 17

Table 364
CORPORATE RISK MANAGEMENT EXECUTIVE

$1-5 Billion	$54,300	$11,600	$65,900	$44,200	$57,600	$44,400
Over $5 Billion	53,400	4,600	58,000	45,800	•	48,900
All Levels	**51,600**	**6,600**	**58,200**	**45,200**	**53,400**	**46,800**

Companies reporting: 40
Percentage bonus-eligible executives: 55
Average bonus as a percentage of base salary: 14

Table 365
CASH MANAGEMENT EXECUTIVE

Under $2 Billion	$41,100	$3,000	$44,100	$40,000	$43,200	$42,500
$2-5	48,500	7,800	56,300	•	74,400	•
$5-10	69,200	8,900	78,100	•	72,700	•
Over $10 Billion	61,300	5,400	66,700	•	•	•
All Levels	**53,800**	**6,000**	**59,800**	**48,500**	**61,700**	**50,800**

†*Annual rate as of April 1984* •*Insufficient data*

Banking (Commercial) §

Table 366
CHIEF EXECUTIVE OFFICER

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $200 Million	$92,300	$14,100	$106,400	*	$94,300	*
$200-500	124,200	29,600	153,800	*	137,700	*
$500-1 Billion	135,100	40,500	175,600	*	146,000	*
$1-2	175,300	57,300	232,600	*	203,900	*
$2-5	233,800	72,400	306,200	*	251,300	*
$5-10	268,200	77,700	345,900	*	308,300	*
Over $10 Billion	375,000	96,900	471,900	*	*	*
All Levels	**209,400**	**58,400**	**267,800**	**$146,600**	**200,700**	**$151,200**

Percentage bonus-eligible executives: 83

Average bonus as a percentage of base salary: 33

Table 367
CHIEF OPERATING OFFICER

$100-500 Million	$80,300	$15,600	$95,900	$69,400	$87,600	$77,000
$500-1 Billion	*	*	*	*	*	*
$1-2	138,000	29,600	167,600	*	153,000	*
$2-5	149,400	36,900	186,300	*	161,000	*
$5-10	195,100	34,200	229,300	*	208,600	*
Over $10 Billion	274,300	54,700	329,000	*	*	*
All Levels	**149,800**	**30,500**	**180,300**	**102,700**	**140,500**	**105,100**

Percentage bonus-eligible executives: 80

Average bonus as a percentage of base salary: 26

Table 368
TOP FINANCIAL OFFICER

$100-200 Million	$49,700	$4,800	$54,500	*	$51,400	*
$200-500	51,700	6,500	58,200	*	58,300	*
$500-1 Billion	54,200	9,100	63,300	*	58,800	*
$1-2	84,100	17,100	101,200	*	94,400	*
$2-5	101,800	22,700	124,500	*	112,500	*
$5-10	104,600	23,600	128,200	*	118,600	*
Over $10 Billion	139,300	34,000	173,300	*	*	*
All Levels	**90,000**	**18,800**	**108,800**	**$66,900**	**90,400**	**$72,700**

Percentage bonus-eligible executives: 86

Average bonus as a percentage of base salary: 23

§The following position was omitted because of insufficient data: top sales executive.
†Annual rate as of April 1984 **Insufficient data*

Table 369
TOP MARKETING EXECUTIVE

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$38,700	$2,800	$41,500	$48,600	$40,600	$47,000
$500-1 Billion	*	*	*	*	*	*
$1-2	58,800	8,700	67,500	*	63,700	*
$2-5	58,500	7,900	66,400	*	63,100	*
$5-10	75,900	11,900	87,800	*	81,500	*
Over $10 Billion	89,600	14,400	104,000	*	*	*
All Levels	**59,700**	**8,500**	**68,200**	**51,400**	**57,800**	**51,700**

Percentage bonus-eligible executives: 77

Average bonus as a percentage of base salary: 16

Table 370
TOP HUMAN RESOURCES EXECUTIVE

$100-500 Million	$32,200	$2,800	$35,000	$31,400	$33,700	$33,100
$500-1 Billion	*	*	*	*	*	*
$1-2	58,800	7,500	66,300	*	62,800	*
$2-5	62,500	9,900	72,400	*	68,000	*
$5-10	76,900	14,000	90,900	*	84,200	*
Over $10 Billion	112,700	21,500	134,200	*	*	*
All Levels	**65,600**	**10,400**	**76,000**	**37,100**	**61,700**	**40,600**

Percentage bonus-eligible executives: 81

Average bonus as a percentage of base salary: 17

Table 371
TOP STRATEGIC PLANNING EXECUTIVE

Under $2 Billion	$53,100	$4,700	$57,800	*	$54,300	*
$2-5	66,400	10,400	76,800	*	72,800	*
$5-10	91,000	17,700	108,700	*	89,800	*
Over $10 Billion	102,400	18,800	121,200	*	* *	*
All Levels	**76,700**	**12,600**	**89,300**	**$52,100**	**74,100**	**$56,000**

Percentage bonus-eligible executives: 79

Average bonus as a percentage of base salary: 18

†*Annual rate as of April 1984* **Insufficient data*

Table 372
TOP LEGAL EXECUTIVE

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $2 Billion	$49,900	$6,900	$56,800	$51,100	$52,900	$57,200
$2-5	67,900	10,800	78,700	•	73,000	•
$5-10	71,100	10,600	81,700	•	78,700	•
Over $10 Billion	122,200	19,000	141,200	•	•	•
All Levels	**75,100**	**11,500**	**86,600**	**58,300**	**69,400**	**64,000**

Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 17

Table 373
TOP INTERNATIONAL EXECUTIVE

$1-5 Billion	$71,800	$12,000	$83,800	•	$78,600	•
$5-10	84,700	15,600	100,300	•	91,300	•
Over $10 Billion	140,400	30,000	170,400	•	•	•
All Levels	**89,700**	**16,800**	**106,500**	**$51,300**	**79,600**	**$55,200**

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 20

Table 374
CONTROLLER

$100-500 Million	$32,600	$3,700	$36,300	•	$36,900	$36,300
$500-1 Billion	•	•	•	•	•	•
$1-5	58,900	8,800	67,700	$53,300	64,900	56,600
$5-10	69,800	10,000	79,800	•	74,600	•
Over $10 Billion	83,500	12,900	96,400	•	•	•
All Levels	**57,600**	**8,200**	**65,800**	**48,000**	**58,700**	**49,400**

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 17

Table 375
TREASURER

$1-5 Billion	$68,400	$11,200	$79,600	•	$73,000	•
Over $5 Billion	80,500	11,400	91,900	•	•	•
All Levels	**70,600**	**10,400**	**81,000**	•	**71,000**	•

Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 18

†Annual rate as of April 1984 *• Insufficient data*

Banking (Thrift Institutions) §

Table 376
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 58
Average bonus as a percentage of base salary: 29

ASSETS	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$100-500 Million	$81,900	$15,900	$97,800	$89,600	$92,400	$90,600
$500-1 Billion	*	*	*	*	*	*
$1-2	146,900	12,300	159,200	140,000	165,700	154,000
Over $2 Billion	218,000	59,900	277,900	*	238,200	249,300
All Levels	**144,400**	**28,100**	**172,500**	**148,700**	**156,600**	**158,100**

Table 377
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 56
Average bonus as a percentage of base salary: 36

Under $500 Million	$47,700	$3,300	$51,000	*	$51,400	$88,700
$500-1 Billion	*	*	*	*	*	*
$1-5	132,200	31,000	163,200	$117,200	142,100	121,000
Over $5 Billion	143,000	57,000	200,000	*	*	*
All Levels	**103,600**	**27,500**	**131,100**	**109,900**	**112,500**	**120,100**

Table 378
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 58
Average bonus as a percentage of base salary: 30

Under $500 Million	$47,900	$4,600	$52,500	*	$52,200	$68,200
$500-1 Billion	*	*	*	*	*	*
$1-2	78,900	14,000	92,900	*	83,100	*
Over $2 Billion	90,400	41,000	131,400	*	91,200	121,600
All Levels	**72,600**	**19,900**	**92,500**	**$83,000**	**77,000**	**83,800**

Table 379
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 46
Average bonus as a percentage of base salary: 43

Under $1 Billion	$37,800	$5,400	$43,200	$38,300	$39,700	$41,700
Over $1 Billion	57,100	43,900	101,000	46,700	61,000	59,200
All Levels	**48,200**	**26,100**	**74,300**	**42,300**	**50,300**	**50,500**

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 **Insufficient data*

Table 380
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 58
Average bonus as a percentage of base salary: 18

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Under $1 Billion	$32,300	$2,500	$34,800	$31,400	$34,200	$34,800
$1-2	56,900	17,400	74,300	42,000	61,400	40,800
$2-5	45,300	6,400	51,700	•	•	•
Over $5 Billion	66,600	10,300	76,900	•	•	•
All Levels	**47,700**	**8,400**	**56,100**	**43,500**	**49,900**	**46,100**

Table 381
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 23

Over $1 Billion	$63,400	$14,800	$78,200	•	$64,400	$64,300
All Levels	**58,900**	**12,100**	**71,000**	•	**58,300**	**64,300**

Table 382
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 53
Average bonus as a percentage of base salary: 17

Over $1 Billion	$76,800	$5,800	$82,600	$68,000	$80,600	$70,800
All Levels	**68,000**	**5,200**	**73,200**	**70,400**	**72,200**	**73,900**

Table 383
CONTROLLER

Percentage bonus-eligible executives: 57
Average bonus as a percentage of base salary: 11

Under $500 Million	$27,400	$1,900	$29,300	$30,900	$29,100	$34,100
$500-1 Billion	•	•	•	•	•	•
$1-2	47,900	6,300	54,200	•	52,900	•
Over $2 Billion	61,900	4,900	66,800	•	63,200	•
All Levels	**46,800**	**3,900**	**50,700**	**37,600**	**49,500**	**41,100**

Table 384
TREASURER

Percentage bonus-eligible executives: 63
Average bonus as a percentage of base salary: 65

Over $1 Billion	$69,700	$58,200	$127,900	•	$70,000	•
All Levels	**61,400**	**46,600**	**108,000**	**$48,600**	**58,200**	**$53,100**

†*Annual rate as of April 1984* •*Insufficient data*

Insurance (Life) §

Table 385
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 61
Average bonus as a percentage of base salary: 25

ASSETS	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
Under $500 Million	$112,600	$15,200	$127,800	$112,600	$118,800	$119,900
$500-1 Billion	•	•	•	•	•	•
$1-10	298,800	90,400	389,200	•	338,600	•
Over $10 Billion	473,300	166,300	639,600	•	•	•
All Levels	**285,300**	**86,700**	**372,000**	**174,800**	**220,200**	**190,800**

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 23

Table 386
CHIEF OPERATING OFFICER

$1-10 Billion	$197,500	$47,800	$245,300	•	$237,900	•
All Levels	**236,500**	**58,000**	**294,500**	•	**196,900**	**$147,500**

Percentage bonus-eligible executives: 50
Average bonus as a percentage of base salary: 17

Table 387
TOP FINANCIAL OFFICER

Under $500 Million	$57,400	$5,400	$62,800	$62,900	$61,100	$70,800
$500-1 Billion	•	•	•	•	•	•
$1-10 Billion	146,000	26,400	172,400	•	152,400	•
All Levels	**130,200**	**22,100**	**152,300**	**71,200**	**106,700**	**78,500**

Percentage bonus-eligible executives: 64
Average bonus as a percentage of base salary: 43

Table 388
TOP SALES EXECUTIVE

Over $1 Billion	$158,500	$64,800	$223,300	•	•	•
All Levels	**123,900**	**49,100**	**173,000**	•	•	**$77,900**

Percentage bonus-eligible executives: 44
Average bonus as a percentage of base salary: 19

Table 389
TOP HUMAN RESOURCES EXECUTIVE

Under $500 Million	•	•	•	$46,100	•	$46,600
Over $500 Million	$99,600	$26,100	$125,700	59,600	•	64,500
All Levels	**83,000**	**19,900**	**102,900**	**51,900**	**$70,700**	**54,400**

§The following positions were omitted because of insufficient data: top marketing executive, top strategic planning executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 390
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 63

Average bonus as a percentage of base salary: 24

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$1-10 Billion	$115,700	$22,000	$137,700	•	$126,400	•
Over $10 Billion	159,300	46,500	205,800	•	•	•
All Levels	**127,100**	**30,000**	**157,100**	**$64,900**	**115,300**	**$66,100**

Table 391
CONTROLLER

Percentage bonus-eligible executives: 56

Average bonus as a percentage of base salary: 26

Under $1 Billion	•	•	•	$56,300	•	$60,700
$1-10	•	•	•	•	•	•
Over $10 Billion	$112,900	$32,100	$145,000	•	•	•
All Levels	**102,700**	**24,400**	**127,100**	**58,200**	•	**62,200**

Percentage bonus-eligible executives: 75

Average bonus as a percentage of base salary: 16

Table 392
TREASURER

Over $10 Billion	$103,500	$18,900	$122,400	•	•	•
All Levels	**90,800**	**14,000**	**104,800**	•	**$73,300**	**$62,100**

†*Annual rate as of April 1984* •*Insufficient data*

Insurance (Property and Casualty) §

Table 393
CHIEF EXECUTIVE OFFICER

Percentage bonus-eligible executives: 75
Average bonus as a percentage of base salary: 33

ASSETS	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$500-2 Billion	$257,700	$67,000	$324,700	•	$288,900	•
Over $2 Billion	421,800	155,300	577,100	•	•	•
All Levels	**274,900**	**83,200**	**358,100**	**$249,100**	**281,500**	**$222,700**

Table 394
CHIEF OPERATING OFFICER

Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 40

Under $2 Billion	$154,500	$39,500	$194,000	•	$160,600	$125,300
Over $2 Billion	336,200	119,100	455,300	•	•	•
All Levels	**253,600**	**82,900**	**336,500**	•	**236,900**	**125,300**

Table 395
TOP FINANCIAL OFFICER

Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 25

Under $500 Million	$74,500	$16,200	$90,700	•	$80,200	•
$500-1 Billion	99,400	16,100	115,500	•	104,000	•
Over $1 Billion	219,600	67,700	287,300	•	216,900	•
All Levels	**136,700**	**35,500**	**172,200**	•	**133,700**	**$114,200**

Table 396
TOP MARKETING EXECUTIVE

Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 23

Under $500 Million	$73,800	$9,800	$83,600	•	$77,100	•
Over $500 Million	124,200	34,000	158,200	•	126,300	•
All Levels	**103,200**	**23,900**	**127,100**	•	**107,400**	•

Table 397
TOP HUMAN RESOURCES EXECUTIVE

Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 18

Under $500 Million	$51,300	$7,000	$58,300	•	$54,200	•
$500-1 Billion	56,500	5,400	61,900	•	57,800	•
Over $1 Billion	93,200	19,200	112,400	•	73,100	•
All Levels	**68,600**	**11,100**	**79,700**	**$64,900**	**61,700**	**$61,300**

§The following positions were omitted because of insufficient data: top sales executive, top international executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 398
TOP STRATEGIC PLANNING EXECUTIVE

Percentage bonus-eligible executives: 86

Average bonus as a percentage of base salary: 16

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
Over $500 Million	$74,900	$9,600	$84,500	•	•	•
All Levels	**74,100**	**9,400**	**83,500**	•	**$72,000**	•

Table 399
TOP LEGAL EXECUTIVE

Percentage bonus-eligible executives: 81

Average bonus as a percentage of base salary: 23

Under $1 Billion	$60,500	$5,300	$65,800	•	$63,700	•
Over $1 Billion	125,400	36,200	161,600	•	119,600	•
All Levels	**91,000**	**19,900**	**110,900**	•	**86,100**	**$94,800**

Table 400
CONTROLLER

Percentage bonus-eligible executives: 76

Average bonus as a percentage of base salary: 16

Under $1 Billion	$53,500	$4,800	$58,300	•	$58,700	•
Over $1 Billion	80,000	11,600	91,600	•	76,800	•
All Levels	**65,700**	**7,900**	**73,600**	•	**67,100**	•

Table 401
TREASURER

Percentage bonus-eligible executives: 75

Average bonus as a percentage of base salary: 35

Over $500 Million	$91,500	$36,000	$127,500	•	$112,600	•
All Levels	**85,900**	**32,000**	**117,900**	•	**104,200**	**$53,300**

†*Annual rate as of April 1984* •*Insufficient data*

Part II

Subsidiaries and Divisions

Overview

Subsidiaries and divisions reported an overall average increase in total compensation of 12% for 1983—the same as reported by parent companies. This finding is based on compensation data for over 2,100 executives in over 200 subsidiaries and divisions. Base salaries in both bonus-paying and nonbonus-paying subsidiaries and divisions increased an average of 8%. For executives eligible for bonus payments for 1983, bonuses increased 44%. This is substantially above the 1% rate of decline in bonuses reported for 1982. However, 19% of the executives eligible for bonus payments did not receive bonuses for 1983.

The average rate of increase in total compensation for subsidiaries and divisions was 13% in bonus companies and 8% in nonbonus companies. This is also the same as reported by parent companies.

For average percentage increases in total compensation for each executive position in subsidiaries and divisions, see Table 402. A breakdown of these increases by industry group may be seen in Table 403.

Table 402
ALL EXECUTIVES:
Average percentage increase in total compensation
(1982-1983)

	Bonus Companies	Nonbonus Companies	All Companies
Chief Executive Officer	19%	10%	18%
Top Executive Group			
Chief Operating Officer	21	9	19
Top Financial Officer	16	10	15
Top Marketing Executive	11	8	11
Top Sales Executive	13	17	13
Top Manufacturing Executive	10	5	10
Top Human Resources Executive	13	9	12
Top Strategic Planning Executive	16	*	15
Top Legal Executive	15	8	14
Top International Executive	10	*	10
Controller	11	10	11
Treasurer	11	9	10
Senior Financial Management Group			
Top Financial Relations Executive	14	6	10
Top General Accounting Executive	10	7	9
Top Tax Executive	11	6	9
Top Financial Planning Executive	12	4	9
Top Systems and Data Processing Executive	11	8	10
Top Budget Executive	14	9	12
Top Internal Audit Executive	11	8	9
Top Credit and Collection Executive	11	8	10
Corporate Risk Management Executive	6	5	5
Cash Management Executive	11	4	9

**Insufficient data*

Table 403
ALL EXECUTIVES:
Average percentage increase in total compensation by industry group
(1982-1983)

	Durable Goods Manufacturing Group	Nondurable Goods Manufacturing Group	Nonmanufacturing Group	Financial Services Group
Chief Executive Officer	12%	14%	22%	21%
Top Executive Group				
Chief Operating Officer	9	22	26	15
Top Financial Officer	13	14	13	10
Top Marketing Executive	6	16	8	12
Top Sales Executive	17	15	7	16
Top Manufacturing Executive	8	12	N/A	N/A
Top Human Resources Executive	8	14	14	13
Top Strategic Planning Executive	2	17	14	19
Top Legal Executive	5	18	12	17
Top International Executive	4	19	0	20
Controller	9	14	11	11
Treasurer	3	12	11	12
Senior Financial Management Group				
Top Financial Relations Executive	*	*	*	*
Top General Accounting Executive	7	10	11	8
Top Tax Executive	7	12	8	10
Top Financial Planning Executive	8	13	5	*
Top Systems and Data Processing Executive	4	12	11	11
Top Budget Executive	9	*	14	13
Top Internal Audit Executive	7	10	9	10
Top Credit and Collection Executive	6	10	10	15
Corporate Risk Management Executive	2	7	8	*
Cash Management Executive	1	15	9	9

**Insufficient data*

As was true in parent companies, average total compensation was higher in bonus-paying companies than it was in nonbonus companies for every position. Average base salaries also were higher in bonus companies than in nonbonus companies for all of the 22 positions studied. For details, see Table 404. Table 405 presents bonuses as a percentage of base salary for each position.

Table 404
ALL EXECUTIVES:
Comparison of average compensation
(Bonus to nonbonus companies)

	INDEX	
	(Nonbonus company compensation = 1.00)	
	Salary Only	**Total Compensation**
Chief Executive Officer	1.11	1.54
Top Executive Group		
Chief Operating Officer	1.34	1.81
Top Financial Officer	1.13	1.43
Top Marketing Executive	1.32	1.64
Top Sales Executive	1.02	1.24
Top Manufacturing Executive	1.13	1.42
Top Human Resources Executive	1.30	1.59
Top Strategic Planning Executive	1.17	1.45
Top Legal Executive	1.10	1.39
Top International Executive	1.18	1.52
Controller	1.27	1.52
Treasurer	1.28	1.53
Senior Financial Management Group		
Top Financial Relations Executive	1.91	2.25
Top General Accounting Executive	1.20	1.36
Top Tax Executive	1.28	1.50
Top Financial Planning Executive	1.23	1.50
Top Systems and Data Processing Executive	1.25	1.47
Top Budget Executive	1.39	1.59
Top Internal Audit Executive	1.23	1.41
Top Credit and Collection Executive	1.40	1.59
Corporate Risk Management Executive	1.23	1.41
Cash Management Executive	1.30	1.53

Table 405
ALL EXECUTIVES:
Bonus as a percentage of base salary
(Bonus-paying companies only)

	Durable Goods Manufacturing Group	Nondurable Goods Manufacturing Group	Nonmanu-facturing Group	Financial Services Group
Chief Executive Officer	46%	48%	53%	31%
Top Executive Group				
Chief Operating Officer	40	44	40	27
Top Financial Officer	36	33	30	27
Top Marketing Executive	35	36	22	25
Top Sales Executive	29	26	21	28
Top Manufacturing Executive	38	25	N/A	N/A
Top Human Resources Executive	29	22	25	18
Top Strategic Planning Executive	30	28	29	21
Top Legal Executive	29	36	28	25
Top International Executive	44	29	25	29
Controller	27	26	21	18
Treasurer	*	24	17	26
Senior Financial Management Group				
Top Financial Relations Executive	*	*	*	*
Top General Accounting Executive	17	15	17	18
Top Tax Executive	23	16	16	16
Top Financial Planning Executive	*	27	*	*
Top Systems and Data Processing Executive	16	19	21	20
Top Budget Executive	20	*	19	8
Top Internal Audit Executive	27	17	16	13
Top Credit and Collection Executive	14	9	15	19
Corporate Risk Management Executive	*	20	10	*
Cash Management Executive	*	25	*	*

** Insufficient data*

Regionally, average increases in total compensation for subsidiaries and divisions were highest in the West (17%), followed by the Southeast (15%). The lowest average increase was reported by companies in the Southwest (4%). Table 406 provides average percentage increases in total compensation for each position in each region.

Table 407 compares average total compensation in parent companies and in subsidiaries and divisions. Overall, compensation in subsidiaries and divisions averaged approximately 82% of that in parent companies. There were, however, positions for which average compensation was virtually the same in subsidiaries and divisions as in parent companies.

Table 406
ALL EXECUTIVES:
Average percentage increase (decrease) in total compensation by region
(1982-1983)

	Northeast	Midwest	Southeast	Central States	Southwest	Rocky Mountains	West
Chief Executive Officer	19%	13%	21%	25%	(1%)	•	26%
Top Executive Group							
Chief Operating Officer	21	21	24	15	3	•	18
Top Financial Officer	14	12	18	23	2	•	22
Top Marketing Executive	16	9	15	3	7	•	13
Top Sales Executive	16	6	20	20	19	•	5
Top Manufacturing Executive	12	8	16	•	(6)	•	21
Top Human Resources Executive	14	7	15	12	4	9%	20
Top Strategic Planning Executive	14	15	20	•	•	•	•
Top Legal Executive	14	11	20	18	7	•	12
Top International Executive	26	5	0	•	•	•	•
Controller	11	9	10	15	6	•	17
Treasurer	8	5	20	16	•	•	•
Senior Financial Management Group							
Top Financial Relations Executive	•	•	•	•	•	•	•
Top General Accounting Executive	9	9	12	5	•	•	11
Top Tax Executive	10	6	9	13	•	•	12
Top Financial Planning Executive	10	7	3	•	•	•	•
Top Systems and Data Processing Executive	11	5	12	8	4	•	15
Top Budget Executive	12	11	17	•	•	•	•
Top Internal Audit Executive	10	8	11	8	7	•	13
Top Credit and Collection Executive	13	6	8	8	•	•	19
Corporate Risk Management Executive	4	5	10	•	•	•	•
Cash Management Executive	4	4	12	•	•	•	•

•*Insufficient data*

And, in several cases, compensation in subsidiaries and divisions was at least 100% of that in parent companies. This did not occur for any positions in durable goods manufacturing, but it was true for several positions in nondurable goods manufacturing, nonmanufacturing, and financial services.

Table 407
ALL EXECUTIVES:
Comparison of average total compensation—subsidiaries and divisions to parent companies
(Parent companies, average total compensation = 100%)

	Durable Goods Manufacturing Group	Nondurable Goods Manufacturing Group	Nonmanufacturing Group	Financial Services Group
Chief Executive Officer	66%	67%	89%	79%
Top Executive Group				
Chief Operating Officer	55	70	88	75
Top Financial Officer	78	71	88	91
Top Marketing Executive	98	87	98	106
Top Sales Executive	84	92	106	78
Top Manufacturing Executive	97	87	N/A	N/A
Top Human Resources Executive	77	76	98	87
Top Strategic Planning Executive	69	61	99	107
Top Legal Executive	77	76	79	93
Top International Executive	83	50	106	94
Controller	72	81	90	86
Treasurer	67	84	95	80
Senior Financial Management Group				
Top Financial Relations Executive	*	*	*	*
Top General Accounting Executive	79	86	99	85
Top Tax Executive	75	76	86	83
Top Financial Planning Executive	71	98	76	*
Top Systems and Data Processing Executive	76	87	101	89
Top Budget Executive	87	116	120	116
Top Internal Audit Executive	96	91	98	88
Top Credit and Collection Executive	84	85	103	99
Corporate Risk Management Executive	90	95	103	*
Cash Management Executive	87	122	105	72

** Insufficient data*

Industry Group Tables for Subsidiaries and Divisions

This section contains tables comparing average compensation levels in bonus- and nonbonus-paying subsidiaries or divisions of various sizes. The tables also present the number of companies reporting, the percentage paying bonuses, and the ratio of bonus to base salary.

Data are presented for each position in each of the four major industry groups: durable goods manufacturing, nondurable goods manufacturing, nonmanufacturing, and financial services.

In some instances, there were too few companies in a sales or assets range for reporting purposes. Thus, no data are reported for that range. The compensation data for companies in these sales or assets ranges, however, are included in the "all levels" figures.

Manufacturing Group—Durable Goods §

Table 408
CHIEF EXECUTIVE OFFICER

Companies reporting: 39
Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 46

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$99,600	$21,100	$120,700	•	$99,900	•
$50-100	137,100	90,700	227,800	•	137,100	•
$100-200	147,400	43,300	190,700	•	157,100	•
$200-500	180,200	68,100	248,300	•	213,400	•
Over $500 Million	229,900	122,300	352,200	•	•	•
All Levels	**152,000**	**61,500**	**213,500**	•	**149,300**	**$163,600**

Companies reporting: 19
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 40

Table 409
CHIEF OPERATING OFFICER

Under $50 Million	$82,900	$31,600	$114,500	•	$90,200	•
$50-100	93,700	32,500	126,200	•	96,900	•
Over $100 Million	142,800	40,900	183,700	•	142,600	•
All Levels	**108,700**	**35,400**	**144,100**	•	**109,900**	•

Companies reporting: 38
Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 36

Table 410
TOP FINANCIAL OFFICER

Under $50 Million	$55,200	$12,200	$67,400	•	$56,200	•
$50-200	78,200	23,000	101,200	•	83,500	•
$200-500	85,300	19,800	105,100	•	91,600	•
Over $500 Million	150,800	54,800	205,600	•	•	•
All Levels	**87,300**	**25,500**	**112,800**	**$71,600**	**82,200**	**$77,900**

Companies reporting: 22
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 35

Table 411
TOP MARKETING EXECUTIVE

$25-100 Million	$64,400	$26,200	$90,600	•	$67,300	•
$100-500	67,100	12,700	79,800	•	72,300	•
All Levels	**81,300**	**23,400**	**104,700**	•	**73,500**	**$73,500**

§*The following positions were omitted because of insufficient data: top financial relations executive, top financial planning executive, corporate risk management executive, cash management executive.*
†*Annual rate as of April 1984* •*Insufficient data*

Table 412
TOP SALES EXECUTIVE

Companies reporting: 19
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 29

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$60,500	$10,400	$70,900	•	$66,700	•
Over $100 Million	75,500	12,300	87,800	•	78,200	•
All Levels	**68,900**	**11,500**	**80,400**	•	**73,500**	•

Table 413
TOP MANUFACTURING EXECUTIVE

Companies reporting: 28
Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 38

Under $50 Million	$54,500	$12,400	$66,900	•	$58,800	•
$50-100	75,700	37,300	113,000	•	78,500	•
$100-500	83,500	9,000	92,500	•	89,600	•
Over $500 Million	106,600	47,000	153,600	•	106,900	•
All Levels	**78,600**	**22,700**	**101,300**	•	**82,800**	•

Table 414
TOP HUMAN RESOURCES EXECUTIVE

Companies reporting: 39
Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 29

Under $50 Million	$34,900	$4,400	$39,300	•	$38,500	•
$50-100	55,000	13,500	68,500	•	59,300	•
$100-200	62,600	11,200	73,800	•	66,400	•
$200-500	71,100	13,200	84,300	•	74,900	•
Over $500 Million	82,200	28,200	110,400	•	84,700	•
All Levels	**61,500**	**14,400**	**75,900**	•	**63,800**	**$46,700**

Companies reporting: 11
Percentage bonus-eligible executives: 82
Average bonus as a percentage of base salary: 30

Table 415
TOP STRATEGIC PLANNING EXECUTIVE

Under $1 Billion	$74,500	$16,800	$91,300	•	$78,800	•
All Levels	**70,500**	**14,900**	**85,400**	•	**78,800**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 416
TOP LEGAL EXECUTIVE

Companies reporting: 16
Percentage bonus-eligible executives: 88
Average bonus as a percentage of base salary: 29

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$76,200	$14,400	$90,600	•	$81,100	•
Over $500 Million	100,200	40,000	140,200	•	•	•
All Levels	**82,900**	**22,600**	**105,500**	•	**87,500**	•

Companies reporting: 9
Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 44

Table 417
TOP INTERNATIONAL EXECUTIVE

Under $200 Million	$56,000	$19,100	$75,100	•	•	•
All Levels	**81,600**	**29,000**	**110,600**	•	**$92,800**	•

Companies reporting: 36
Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 27

Table 418
CONTROLLER

Under $50 Million	$41,300	$2,600	$43,900	•	$47,100	•
$50-100	51,500	14,400	65,900	•	52,600	•
$100-500	57,700	5,800	63,500	•	61,000	•
Over $500 Million	79,900	18,600	98,500	•	78,800	•
All Levels	**59,100**	**10,300**	**69,400**	**$44,800**	**59,900**	**$47,500**

Companies reporting: 13
Percentage bonus-eligible executives: 69
Average bonus as a percentage of base salary: 24

Table 419
TREASURER

Over $200 Million	$67,000	$6,800	$73,800	•	•	•
All Levels	**67,400**	**6,600**	**74,000**	•	**$67,900**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 420
TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 23
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 17

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$34,000	$1,600	$35,600	•	$38,100	•
$100-500	40,300	6,500	46,800	•	41,300	•
Over $500 Million	56,500	7,000	63,500	•	59,600	•
All Levels	**43,800**	**4,900**	**48,700**	**$34,900**	**45,300**	**$35,900**

Companies reporting: 19
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 23

Table 421
TOP TAX EXECUTIVE

Under $500 Million	$40,100	$7,000	$47,100	$39,400	$43,400	$41,300
Over $500 Million	64,400	13,600	78,000	•	69,900	•
All Levels	**50,500**	**9,800**	**60,300**	**39,400**	**53,600**	**41,300**

Companies reporting: 36
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 16

Table 422
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

Under $100 Million	$40,500	$3,800	$44,300	$36,200	$43,700	$38,900
$100-200	46,100	3,900	50,000	•	50,400	•
$200-500	55,200	6,000	61,200	•	60,200	•
Over $500 Million	66,800	9,000	75,800	•	•	•
All Levels	**49,900**	**5,200**	**55,100**	**38,200**	**53,600**	**42,000**

Companies reporting: 10
Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 20

Table 423
TOP BUDGET EXECUTIVE

Under $500 Million	$43,600	$3,900	$47,500	•	$45,100	•
All Levels	**46,300**	**5,400**	**51,700**	•	**45,100**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 424
TOP INTERNAL AUDIT EXECUTIVE

Companies reporting: 10
Percentage bonus-eligible executives: 70
Average bonus as a percentage of base salary: 27

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-500 Million	$44,600	$10,400	$55,000	•	$47,500	•
All Levels	**50,000**	**11,400**	**61,400**	•	**51,200**	•

Table 425
TOP CREDIT AND COLLECTION EXECUTIVE

Companies reporting: 21
Percentage bonus-eligible executives: 71
Average bonus as a percentage of base salary: 14

$25-100 Million	$31,500	$2,000	$33,500	•	$33,000	•
$100-500	42,500	5,500	48,000	•	46,200	•
All Levels	**40,000**	**4,100**	**44,100**	**$35,800**	**39,800**	**$37,900**

†*Annual rate as of April 1984* •*Insufficient data*

Manufacturing Group—Nondurable Goods §

Table 426
CHIEF EXECUTIVE OFFICER

Companies reporting: 32
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 48

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$25-100 Million	$141,800	$58,200	$200,000	*	$143,100	*
$100-500	149,900	54,600	204,500	*	159,200	*
$500-1 Billion	242,500	115,300	357,800	*	268,000	*
All Levels	**198,400**	**89,400**	**287,800**	*	**195,500**	*

Table 427
CHIEF OPERATING OFFICER

Companies reporting: 17
Percentage bonus-eligible executives: 94
Average bonus as a percentage of base salary: 44

$25-100 Million	$93,500	$13,000	$106,500	*	$94,300	*
$100-500	136,500	76,400	212,900	*	143,200	*
All Levels	**158,200**	**77,900**	**236,100**	*	**161,900**	*

Table 428
TOP FINANCIAL OFFICER

Companies reporting: 38
Percentage bonus-eligible executives: 95
Average bonus as a percentage of base salary: 33

Under $50 Million	$55,400	$8,200	$63,600	*	$56,900	*
$50-200	74,700	11,800	86,500	*	79,400	*
$200-500	81,000	25,300	106,300	*	87,300	*
$500-1 Billion	119,300	44,700	164,000	*	131,900	*
$1-5	128,700	40,400	169,100	*	135,500	*
All Levels	**96,300**	**30,700**	**127,000**	*	**95,900**	*

Table 429
TOP MARKETING EXECUTIVE

Companies reporting: 29
Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 36

$50-100 Million	$72,400	$33,800	$106,200	*	$80,100	*
$100-500	84,200	22,600	106,800	*	87,800	*
Over $500 Million	141,000	56,400	197,400	*	*	*
All Levels	**91,400**	**29,200**	**120,600**	*	**93,600**	*

§The following positions were omitted because of insufficient data: top financial relations executive, top budget executive.

†Annual rate as of April 1984 **Insufficient data*

Table 430
TOP SALES EXECUTIVE

Companies reporting: 25
Percentage bonus-eligible executives: 84
Average bonus as a percentage of base salary: 26

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$69,100	$11,100	$80,200	*	$73,200	*
$100-500	80,600	20,000	100,600	*	86,100	*
All Levels	**84,300**	**19,600**	**103,900**	*	**86,700**	**$103,300**

Companies reporting: 30
Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 25

Table 431
TOP MANUFACTURING EXECUTIVE

$50-100 Million	$74,000	$13,300	$87,300	*	$79,600	*
$100-500	82,400	17,100	99,500	*	82,000	*
Over $500 Million	117,100	34,500	151,600	*	*	*
All Levels	**83,900**	**19,000**	**102,900**	*	**83,600**	*

Companies reporting: 36
Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 22

Table 432
TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$49,500	$4,600	$54,100	*	$51,700	*
$100-500	61,000	11,500	72,500	*	62,800	*
$500-1 Billion	76,600	27,400	104,000	*	82,800	*
$1-5	90,300	15,600	105,900	*	96,300	*
All Levels	**72,700**	**17,100**	**89,800**	*	**72,200**	*

Companies reporting: 10
Percentage bonus-eligible executives: 90
Average bonus as a percentage of base salary: 28

Table 433
TOP STRATEGIC PLANNING EXECUTIVE

Under $500 Million	*	*	*	*	$73,100	*
Over $500 Million	$79,600	$27,300	$106,900	*	84,400	*
All Levels	**72,300**	**21,800**	**94,100**	*	**78,200**	*

†*Annual rate as of April 1984* **Insufficient data*

Table 434
TOP LEGAL EXECUTIVE

Companies reporting: 24
Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 36

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$100-500 Million	$67,900	$16,300	$84,200	•	$71,200	•
$500-1 Billion	104,000	50,900	154,900	•	112,600	•
Over $1 Billion	116,300	34,200	150,500	•	123,600	•
All Levels	**98,200**	**33,400**	**131,600**	•	**100,400**	•

Companies reporting: 11
Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 29

Table 435
TOP INTERNATIONAL EXECUTIVE

Under $500 Million	$69,700	$20,400	$90,100	•	$73,400	•
All Levels	**79,400**	**23,000**	**102,400**	•	**76,300**	•

Companies reporting: 32
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 26

Table 436
CONTROLLER

$25-100 Million	$51,200	$5,300	$56,500	•	$55,000	•
$100-500	51,100	9,200	60,300	•	56,100	•
$500-2 Billion	73,700	18,900	92,600	•	77,900	•
All Levels	**67,500**	**15,800**	**83,300**	•	**67,800**	•

Companies reporting: 20
Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 24

Table 437
TREASURER

$100-500 Million	$61,900	$11,700	$73,600	•	$66,600	•
$500-2 Billion	73,600	20,300	93,900	•	77,900	•
All Levels	**76,000**	**21,000**	**97,000**	•	**74,000**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 438
TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 30
Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 15

SALES VOLUME	1983 BONUS COMPANIES Average Base Salary	1983 BONUS COMPANIES Average Bonus	1983 BONUS COMPANIES Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	1984† SALARIES Nonbonus Companies
$25-100 Million	$32,800	$2,200	$35,000	*	$35,400	*
$100-500	46,500	4,800	51,300	$42,700	48,500	$42,500
$500-1 Billion	52,600	10,200	62,800	*	56,800	*
Over $1 Billion	67,500	13,000	80,500	*	65,900	*
All Levels	**51,700**	**8,000**	**59,700**	**44,600**	**51,400**	**44,800**

Companies reporting: 22
Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 16

Table 439
TOP TAX EXECUTIVE

Under $1 Billion	$49,400	$4,500	$53,900	$47,400	$50,800	$47,300
$1-2	60,700	10,000	70,700	*	64,000	*
All Levels	**65,400**	**13,300**	**78,700**	**47,400**	**64,300**	**47,300**

Companies reporting: 12
Percentage bonus-eligible executives: 83
Average bonus as a percentage of base salary: 27

Table 440
TOP FINANCIAL PLANNING EXECUTIVE

Under $1 Billion	$48,200	$11,100	$59,300	*	$51,000	*
All Levels	**78,800**	**20,200**	**99,000**	*	**71,500**	*

Companies reporting: 37
Percentage bonus-eligible executives: 81
Average bonus as a percentage of base salary: 19

Table 441
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

Under $100 Million	$43,300	$4,200	$47,500	*	$46,800	*
$100-500	55,300	6,200	61,500	*	59,000	*
$500-1 Billion	70,100	21,600	91,700	*	74,200	*
$1-2	69,800	16,800	86,600	*	74,200	*
All Levels	**64,000**	**13,600**	**77,600**	**$53,800**	**65,000**	**$56,300**

†*Annual rate as of April 1984* **Insufficient data*

Table 442
TOP INTERNAL AUDIT EXECUTIVE

Companies reporting: 19
Percentage bonus-eligible executives: 68
Average bonus as a percentage of base salary: 17

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $1 Billion	$47,500	$6,200	$53,700	•	$49,300	•
$1-2	54,600	9,900	64,500	•	55,800	•
All Levels	**57,300**	**9,900**	**67,200**	**$48,500**	**56,200**	**$50,700**

Companies reporting: 22
Percentage bonus-eligible executives: 45
Average bonus as a percentage of base salary: 9

Table 443
TOP CREDIT AND COLLECTION EXECUTIVE

Under $500 Million	•	•	•	$33,900	•	$36,600
$500-2 Billion	$56,100	$5,800	$61,900	•	$56,200	•
All Levels	**53,000**	**3,500**	**56,500**	**35,800**	**52,100**	**38,300**

Companies reporting: 14
Percentage bonus-eligible executives: 79
Average bonus as a percentage of base salary: 20

Table 444
CORPORATE RISK MANAGEMENT EXECUTIVE

Under $1 Billion	$46,500	$3,800	$50,300	•	$48,200	•
Over $1 Billion	69,500	12,900	82,400	•	68,000	•
All Levels	**59,100**	**8,700**	**67,800**	•	**58,100**	•

Companies reporting: 10
Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 25

Table 445
CASH MANAGEMENT EXECUTIVE

$500-2 Billion	$52,300	$12,500	$64,800	•	$54,700	•
All Levels	**65,600**	**16,400**	**82,000**	•	**61,600**	•

†*Annual rate as of April 1984* •*Insufficient data*

Nonmanufacturing Group §

Table 446
CHIEF EXECUTIVE OFFICER

Companies reporting: 57
Percentage bonus-eligible executives: 89
Average bonus as a percentage of base salary: 53

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $50 Million	$148,400	$75,700	$224,100	*	$154,000	*
$50-100	131,800	45,400	177,200	*	139,100	*
$100-200	167,900	51,000	218,900	*	176,300	*
$200-500	183,800	81,000	264,800	*	196,600	*
$500-2 Billion	270,000	145,500	415,500	*	277,100	*
$2-5	320,200	89,600	409,800	*	349,000	*
All Levels	**200,900**	**77,800**	**278,700**	**$182,300**	**201,900**	**$176,500**

Table 447
CHIEF OPERATING OFFICER

Companies reporting: 39
Percentage bonus-eligible executives: 92
Average bonus as a percentage of base salary: 40

Under $50 Million	$104,700	$12,500	$117,200	*	$110,400	*
$50-100	103,100	14,800	117,900	*	107,800	*
$100-200	108,300	28,600	136,900	*	118,900	*
$200-500	129,300	70,900	200,200	*	141,500	*
Over $500 Million	225,800	90,100	315,900	*	210,600	*
All Levels	**141,100**	**41,300**	**182,400**	*	**141,800**	**$136,300**

Table 448
TOP FINANCIAL OFFICER

Companies reporting: 54
Percentage bonus-eligible executives: 85
Average bonus as a percentage of base salary: 30

$25-100 Million	$82,500	$15,600	$98,100	*	$90,600	$60,800
$100-200	77,900	17,400	95,300	*	84,000	*
$200-500	83,100	25,000	108,100	*	88,300	*
$500-1 Billion	128,000	46,500	174,500	*	127,400	*
$1-5	133,300	32,000	165,300	*	142,900	*
All Levels	**101,600**	**24,700**	**126,300**	**$95,300**	**103,800**	**88,300**

§*The following positions were omitted because of insufficient data: top financial relations executive, top financial planning executive.*
†*Annual rate as of April 1984* ** Insufficient data*

Table 449
TOP MARKETING EXECUTIVE

Companies reporting: 38
Percentage bonus-eligible executives: 87
Average bonus as a percentage of base salary: 22

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$25-100 Million	$65,900	$7,400	$73,300	•	$74,100	•
$100-200	80,900	13,800	94,700	•	85,900	•
$200-500	•	•	•	•	78,500	•
$500-2 Billion	100,700	20,500	121,200	•	132,900	•
$2-5	129,400	24,500	153,900	•	139,900	•
All Levels	**96,100**	**15,700**	**111,800**	**$69,700**	**97,400**	**$67,200**

Companies reporting: 23
Percentage bonus-eligible executives: 91
Average bonus as a percentage of base salary: 21

Table 450
TOP SALES EXECUTIVE

$25-100 Million	$68,000	$14,100	$82,100	•	$76,800	•
$100-500	74,200	12,000	86,200	•	80,000	•
Over $500 Million	107,200	20,600	127,800	•	121,800	•
All Levels	**83,100**	**15,600**	**98,700**	•	**90,700**	•

Companies reporting: 44
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 25

Table 451
TOP HUMAN RESOURCES EXECUTIVE

Under $100 Million	$60,200	$4,900	$65,100	$44,900	$65,200	$47,600
$100-200	55,500	8,500	64,000	•	55,000	50,500
$200-500	73,100	21,600	94,700	•	73,100	•
$500-2 Billion	92,600	27,400	120,000	•	97,400	•
All Levels	**82,000**	**19,500**	**101,500**	**54,000**	**80,500**	**57,400**

Companies reporting: 14
Percentage bonus-eligible executives: 79
Average bonus as a percentage of base salary: 29

Table 452
TOP STRATEGIC PLANNING EXECUTIVE

$1-5 Billion	$91,900	$23,100	$115,000	•	$98,500	•
All Levels	**91,300**	**24,500**	**115,800**	•	**96,800**	**$72,100**

†*Annual rate as of April 1984* •*Insufficient data*

Table 453
TOP LEGAL EXECUTIVE

Companies reporting: 35
Percentage bonus-eligible executives: 80
Average bonus as a percentage of base salary: 28

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$25-100 Million	$58,500	$5,800	$64,300	•	$66,000	•
$100-500	63,000	13,700	76,700	•	65,100	•
$500-2 Billion	93,200	28,300	121,500	•	110,800	•
Over $2 Billion	131,700	23,300	155,000	•	•	•
All Levels	**83,100**	**18,200**	**101,300**	**$68,400**	**86,600**	**$69,800**

Companies reporting: 9
Percentage bonus-eligible executives: 100
Average bonus as a percentage of base salary: 25

Table 454
TOP INTERNATIONAL EXECUTIVE

$100-500 Million	$82,200	$9,500	$91,700	•	$85,800	•
All Levels	**103,900**	**28,000**	**131,900**	•	**115,300**	•

Companies reporting: 49
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 21

Table 455
CONTROLLER

Under $100 Million	$50,400	$6,300	$56,700	$44,700	$56,400	$44,400
$100-200	55,000	9,000	64,000	•	58,200	•
$200-500	60,300	11,300	71,600	•	64,900	•
$500-2 Billion	83,800	19,900	103,700	•	87,500	•
Over $2 Billion	103,500	22,100	125,600	•	109,400	•
All Levels	**67,100**	**12,600**	**79,700**	**52,100**	**71,500**	**53,700**

Companies reporting: 21
Percentage bonus-eligible executives: 86
Average bonus as a percentage of base salary: 17

Table 456
TREASURER

Under $500 Million	$61,700	$8,400	$70,100	•	$67,200	•
Over $500 Million	94,600	12,900	107,500	•	91,800	•
All Levels	**80,000**	**10,900**	**90,900**	•	**82,200**	•

†*Annual rate as of April 1984* •*Insufficient data*

Table 457
TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 30
Percentage bonus-eligible executives: 53
Average bonus as a percentage of base salary: 17

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$42,900	$3,700	$46,600	$39,800	$46,700	$41,000
Over $500 Million	73,300	10,600	83,900	•	70,300	•
All Levels	**58,100**	**7,100**	**65,200**	**42,900**	**58,500**	**45,500**

Companies reporting: 25
Percentage bonus-eligible executives: 56
Average bonus as a percentage of base salary: 16

Table 458
TOP TAX EXECUTIVE

Under $500 Million	$50,100	$5,500	$55,600	$47,500	$53,800	$50,100
Over $500 Million	76,700	8,500	85,200	58,400	73,800	61,500
All Levels	**63,400**	**7,000**	**70,400**	**52,500**	**63,000**	**55,300**

Companies reporting: 48
Percentage bonus-eligible executives: 60
Average bonus as a percentage of base salary: 21

Table 459
TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

$25-100 Million	$61,200	$13,500	$74,700	$39,100	$66,100	$40,000
$100-500	56,600	11,100	67,700	50,300	60,400	54,000
$500-2 Billion	73,100	17,300	90,400	•	80,100	•
Over $2 Billion	96,900	13,600	110,500	•	•	•
All Levels	**69,600**	**13,600**	**83,200**	**52,300**	**71,700**	**54,400**

Companies reporting: 14
Percentage bonus-eligible executives: 57
Average bonus as a percentage of base salary: 19

Table 460
TOP BUDGET EXECUTIVE

Over $500 Million	$72,600	$11,400	$84,000	•	$75,100	•
All Levels	**67,100**	**10,000**	**77,100**	**$47,300**	**64,400**	**$49,000**

†*Annual rate as of April 1984* •*Insufficient data*

Table 461
TOP INTERNAL AUDIT EXECUTIVE

Companies reporting: 23
Percentage bonus-eligible executives: 57
Average bonus as a percentage of base salary: 16

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
SALES VOLUME	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$50,200	$6,000	$56,200	$35,300	$57,800	$33,900
Over $500 Million	65,100	7,600	72,700	58,600	*	60,500
All Levels	**58,200**	**6,900**	**65,100**	**46,900**	**60,200**	**45,000**

Companies reporting: 21
Percentage bonus-eligible executives: 57
Average bonus as a percentage of base salary: 15

Table 462
TOP CREDIT AND COLLECTION EXECUTIVE

Under $500 Million	$51,100	$4,800	$55,900	$32,100	$54,400	$34,000
Over $500 Million	68,900	12,700	81,600	*	*	*
All Levels	**58,500**	**8,100**	**66,600**	**36,500**	**59,700**	**38,800**

Companies reporting: 18
Percentage bonus-eligible executives: 61
Average bonus as a percentage of base salary: 10

Table 463
CORPORATE RISK MANAGEMENT EXECUTIVE

Under $1 Billion	$45,900	$2,200	$48,100	*	*	*
Over $1 Billion	58,700	5,500	64,200	*	$65,600	*
All Levels	**52,900**	**4,000**	**56,900**	**$53,400**	**58,400**	**$54,400**

Companies reporting: 11
Percentage bonus-eligible executives: 45
Average bonus as a percentage of base salary: 14

Table 464
CASH MANAGEMENT EXECUTIVE

Over $1 Billion	$57,400	$3,500	$60,900	*	*	*
All Levels	**57,400**	**3,500**	**60,900**	**$43,400**	**$55,700**	**$43,900**

†*Annual rate as of April 1984* **Insufficient data*

Financial Services Group §

Table 465
CHIEF EXECUTIVE OFFICER

Companies reporting: 48
Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 31

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $100 Million	$78,000	$21,200	$99,200	•	$78,700	•
$100-500	135,900	40,500	176,400	$96,900	146,100	$107,000
$500-1 Billion	132,900	39,400	172,300	•	136,700	•
$1-5	207,800	66,000	273,800	•	227,400	•
All Levels	**166,900**	**51,300**	**218,200**	**140,900**	**164,100**	**158,600**

Companies reporting: 33
Percentage bonus-eligible executives: 73
Average bonus as a percentage of base salary: 27

Table 466
CHIEF OPERATING OFFICER

Under $500 Million	$78,300	$12,500	$90,800	$80,500	$85,900	$82,400
$500-2 Billion	110,700	27,100	137,800	•	120,200	•
Over $2 Billion	228,000	108,800	336,800	•	•	•
All Levels	**121,600**	**38,000**	**159,600**	**85,600**	**124,800**	**93,900**

Companies reporting: 43
Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 27

Table 467
TOP FINANCIAL OFFICER

Under $200 Million	$78,100	$22,300	$100,400	•	$71,600	•
$200-500	85,700	19,000	104,700	•	90,100	•
$500-1 Billion	70,000	15,000	85,000	•	76,200	•
$1-5	76,600	16,700	93,300	•	83,000	•
Over $5 Billion	125,600	38,700	164,300	•	•	•
All Levels	**84,500**	**20,900**	**105,400**	**$74,800**	**87,300**	**$80,700**

Companies reporting: 34
Percentage bonus-eligible executives: 74
Average bonus as a percentage of base salary: 25

Table 468
TOP MARKETING EXECUTIVE

Under $500 Million	$60,400	$13,000	$73,400	$46,100	$59,800	$52,400
$500-2 Billion	73,600	22,900	96,500	•	77,200	•
Over $2 Billion	102,100	17,300	119,400	•	•	•
All Levels	**75,100**	**18,600**	**93,700**	**53,000**	**72,500**	**65,100**

§The following positions were omitted because of insufficient data: top financial relations executive, top financial planning executive, top budget executive, corporate risk management executive, cash management executive.

†Annual rate as of April 1984 *•Insufficient data*

Table 469
TOP SALES EXECUTIVE

Companies reporting: 18
Percentage bonus-eligible executives: 67
Average bonus as a percentage of base salary: 28

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
Under $500 Million	$47,900	$11,900	$59,800	$48,800	$52,500	$51,100
Over $500 Million	101,900	27,900	129,800	•	•	•
All Levels	**70,400**	**18,600**	**89,000**	**51,000**	**69,400**	**53,700**

Table 470
TOP HUMAN RESOURCES EXECUTIVE

Companies reporting: 40
Percentage bonus-eligible executives: 70
Average bonus as a percentage of base salary: 18

Under $500 Million	$36,100	$3,500	$39,600	$31,000	$39,200	$33,300
$500-1 Billion	46,800	9,100	55,900	•	51,700	•
$1-2	53,300	7,600	60,900	•	59,500	•
Over $2 Billion	77,800	16,000	93,800	•	81,000	•
All Levels	**54,100**	**9,600**	**63,700**	**46,100**	**56,500**	**49,200**

Table 471
TOP STRATEGIC PLANNING EXECUTIVE

Companies reporting: 14
Percentage bonus-eligible executives: 93
Average bonus as a percentage of base salary: 21

Over $1 Billion	$82,600	$19,800	$102,400	•	$79,000	•
All Levels	**76,700**	**14,900**	**91,600**	•	**74,500**	•

Table 472
TOP LEGAL EXECUTIVE

Companies reporting: 30
Percentage bonus-eligible executives: 77
Average bonus as a percentage of base salary: 25

Under $500 Million	$56,900	$11,700	$68,600	•	$61,300	•
$500-2 Billion	75,400	22,500	97,900	•	78,400	•
Over $2 Billion	104,300	20,700	125,000	•	119,300	•
All Levels	**76,500**	**18,300**	**94,800**	**$70,100**	**82,900**	**$75,100**

†*Annual rate as of April 1984* •*Insufficient data*

Table 473
TOP INTERNATIONAL EXECUTIVE

Companies reporting: 12
Percentage bonus-eligible executives: 67
Average bonus as a percentage of base salary: 29

ASSETS	1983 BONUS COMPANIES Average Base Salary	Average Bonus	Total Compensation	1983 NONBONUS COMPANIES Total Compensation	1984† SALARIES Bonus Companies	Nonbonus Companies
$1-5 Billion	$71,100	$9,500	$80,600	•	$76,000	•
All Levels	**84,100**	**23,900**	**108,000**	•	**76,000**	•

Table 474
CONTROLLER

Companies reporting: 30
Percentage bonus-eligible executives: 70
Average bonus as a percentage of base salary: 18

Under $500 Million	$44,600	$6,200	$50,800	$35,600	$48,500	$37,100
$500-1 Billion	46,100	4,500	50,600	•	50,900	•
Over $1 Billion	62,200	11,500	73,700	•	61,300	55,500
All Levels	**52,500**	**8,100**	**60,600**	**42,300**	**54,600**	**42,900**

Table 475
TREASURER

Companies reporting: 17
Percentage bonus-eligible executives: 76
Average bonus as a percentage of base salary: 26

Under $1 Billion	$46,600	$7,300	$53,900	•	$50,400	•
Over $1 Billion	84,000	21,400	105,400	•	•	•
All Levels	**63,900**	**13,800**	**77,700**	•	**60,700**	•

Table 476
TOP GENERAL ACCOUNTING EXECUTIVE

Companies reporting: 20
Percentage bonus-eligible executives: 40
Average bonus as a percentage of base salary: 18

Under $2 Billion	$40,800	$5,300	$46,100	$35,000	$43,100	$37,100
Over $2 Billion	•	•	•	48,100	•	52,600
All Levels	**40,800**	**5,300**	**46,100**	**41,600**	**43,100**	**43,800**

Table 477
TOP TAX EXECUTIVE

Companies reporting: 18
Percentage bonus-eligible executives: 56
Average bonus as a percentage of base salary: 16

Over $500 Million	$60,100	$10,700	$70,800	$43,400	$59,900	$42,900
All Levels	**57,000**	**8,800**	**65,800**	**41,700**	**57,100**	**41,300**

†*Annual rate as of April 1984* •*Insufficient data*

Table 478

TOP SYSTEMS AND DATA PROCESSING EXECUTIVE

Companies reporting: 32
Percentage bonus-eligible executives: 72
Average bonus as a percentage of base salary: 20

	1983				1984†	
	BONUS COMPANIES			NONBONUS COMPANIES	SALARIES	
ASSETS	Average Base Salary	Average Bonus	Total Compensation	Total Compensation	Bonus Companies	Nonbonus Companies
$100-500 Million	$46,400	$8,000	$54,400	•	$50,100	•
$500-1 Billion	49,200	5,700	54,900	•	•	•
$1-2	58,300	13,800	72,100	•	64,300	•
Over $2 Billion	102,300	22,100	124,400	•	105,100	•
All Levels	**64,500**	**11,800**	**76,300**	**$54,900**	**68,700**	**$59,100**

Companies reporting: 35
Percentage bonus-eligible executives: 46
Average bonus as a percentage of base salary: 13

Table 479

TOP INTERNAL AUDIT EXECUTIVE

$100-500 Million	•	•	•	$30,300	•	$34,800
$500-2 Billion	$43,600	$4,900	$48,500	39,300	$47,400	41,100
Over $2 Billion	65,100	10,800	75,900	51,500	•	52,800
All Levels	**48,200**	**5,800**	**54,000**	**40,500**	**49,500**	**43,800**

Companies reporting: 14
Percentage bonus-eligible executives: 71
Average bonus as a percentage of base salary: 19

Table 480

TOP CREDIT AND COLLECTION EXECUTIVE

Under $2 Billion	$37,900	$4,600	$42,500	•	$39,800	$35,900
All Levels	**59,600**	**13,600**	**73,200**	•	**57,000**	**40,600**

†*Annual rate as of April 1984* •*Insufficient data*

Appendix I

Executive Job Descriptions

Each of the positions included in the study is described below.

Chief Executive Officer

The executive with final responsibility to the board of directors and shareholders for the organization's current profitability and long-range growth. In some instances, the chief executive officer may hold the title of "chairman," and in others, "president."

Chief Operating Officer

The executive responsible for coordinating and directing the activities of the corporation in accordance with the policies and objectives established by the directors. Specific functions usually include assisting in the development of policies regarding all corporate functions; directing management in conducting all business activities, including short- and long-term planning, financial areas, production, marketing, and personnel; establishing policies to ensure adequate management development; establishing controls to maintain adequate communications and information flows; regularly evaluating the results of overall operations; ensuring that all corporate activities are carried out in accordance with government laws and regulations; and directing growth and acquisition activities.

Top Financial Officer

The principal executive responsible for the organization's financial plans and policies; its accounting practices; and the conduct of its relationships with lending institutions, shareholders, and the financial community. Duties usually include executive direction over treasury, budgeting, audit, tax, real estate, and insurance activities; and the development of accounting and statistical data for internal control.

Top Marketing Executive

The executive responsible for marketing the company's products and services in compliance with such corporate objectives as

maximizing sales volume, profitability, and market share. Specific functions usually include developing short- and long-term marketing strategies; developing pricing strategies; using market research to identify and capitalize on market opportunities; evaluating market reactions to advertising, merchandising procedures, and packaging; and adjusting marketing strategies to reflect changing conditions.

Top Sales Executive

The executive responsible for planning and controlling the activities of sales personnel and maintaining the maximum sales volume for the company's products and services. Typical duties include developing pricing, distribution, and other policies to ensure the most efficient and effective operation of sales activities; directing the activities of sales personnel, including customer communications, order taking, participation in trade conventions, and new business development activities; ensuring adequate training of and communications with sales personnel; directing sales personnel in the preparation of long- and short-range sales forecasts; developing sales programs and appraising their results against planning objectives; and approving the expense budgets for sales personnel.

Top Manufacturing Executive

The executive responsible for the efficiency of manufacturing activities and the quality of the resulting products. Functions typically include formulating manufacturing policies and programs; inventory control; forecasting manpower and facility requirements; developing production time and quality standards; controlling manufacturing costs; supervising installation and maintenance of manufacturing equipment; identifying and alleviating production bottlenecks; ensuring prompt delivery of goods to customers; and directing and preparing specifications for the purchase of plant equipment and necessary supplies.

Top Human Resources Executive

The executive responsible for developing and administering employment and personnel policies. Specific functions usually include setting and managing hiring procedures and compensation policies; dealing with unions and employee groups in the area of labor relations; designing and monitoring training and development programs, career planning services, safety and health regulations, and employee benefits and services; directing various activities designed to maintain a high level of employee morale; and keeping abreast of government laws and regulations such as OSHA, ERISA, and EEO and formulating policies consistent with these rules.

Top Strategic Planning Executive

The executive responsible for directing the long-range corporate planning and development program to define and meet goals and objectives for corporate growth and profitability. Typical duties include assisting corporate officers in developing company objectives —including rate of return, rate of increase in sales or market share, and product-line objectives; developing and directing plans to achieve specific goals; evaluating the capacity of the company to meet objectives in terms of finance, manpower, and facilities; reviewing proposals for major expenditures to ensure their economic feasibility and compatibility with corporate objectives; seeking out and assessing such outside opportunities as joint ventures, investments, or possible

acquisitions for the company; and assessing corporate performance and progress in meeting established goals.

Top Legal Executive

The executive responsible for directing the company's legal activities in a manner that protects its legal interests. Specific functions usually include counseling all company executives on the legal aspects of their functional areas; providing counsel to company personnel on corporate matters involving legal documents (e.g., contracts, mergers, or leases); handling the registration and protection of patents and trademarks; defending the company in any legal action taken against it and initiating legal action against aggressors; and reviewing the legal aspects of pricing and sales promotion programs.

Top International Executive

The executive responsible for the development of foreign markets. Typical duties usually include investigating potential marketing opportunities in different locations; interpreting foreign policies regarding market development in these locations; distributing products internationally; and maintaining a knowledge of foreign political activities, trade and tariff policies, and social conditions—both in market and potential market areas. (Duties may also include responsibility for manufacturing in overseas locations.)

Controller

The executive immediately responsible for the organization's accounting practices, for the maintenance of its fiscal records, and for the preparation of its financial reports. Typically, duties involve supervision of general accounting, property accounting, internal auditing, cost accounting, and budget. (Duties may include the data processing functions.) The controller is also responsible for the development, analysis, and interpretation of statistical and accounting information in order to appraise operating results in terms of profitability, performance against budget (and other standards), and capital expenditures. The controller also handles other matters bearing on the fiscal soundness and operating effectiveness of the organization. (If the controller has chief corporate financial responsibility, the position is reported as "top financial officer.")

Treasurer

The executive immediately responsible for conducting corporate treasury activities, which include care and custody of funds and other financial assets, supervision of banking operations, and determination of the amount and sources of funds required to meet outstanding and planned commitments. The position usually entails maintaining banking relations, arranging for lines of credit, controlling deposit levels and bank selection, overseeing contracts with government authorities concerning tax obligations, and handling insurance functions. Duties may include preparation of economic or financial analyses that bear on operating plans and policies. (If the treasurer has chief corporate financial responsibility, the position is reported as "top financial officer.")

Top Financial Relations Executive

The executive primarily responsible for developing and maintaining contacts with the financial community. This executive ensures the consistency and thoroughness of all corporate communications with members of the financial community for the purpose of increasing and/or maintaining

confidence in the corporation. Specific duties include developing and coordinating contacts and serving as principal company representative to the financial community; assisting with the company's stockholder communications program; helping company executives to prepare financial speeches; and developing new approaches to communicating the company's image to the financial community.

Top General Accounting Executive

The executive primarily responsible for the organization's general accounting functions and for the preparation of reports and statistics reflecting earnings, profits, cash balances, and other financial results. Duties involve supervision of general ledger maintenance, and may include responsibility for accounts payable and other subsidiary ledgers. Other typical duties are assisting in the development of organization-wide accounting policies and procedures; reviewing financial and operating statements of subsidiaries; consolidating statements; providing functional supervision of branch and/or general plant accounting; and conducting special accounting analyses and studies.

Top Tax Executive

The executive primarily responsible for preparing tax returns and related reports to ensure compliance with all federal, state, and local tax statutes and regulations, as well as for minimizing tax liability by informally applying tax laws and regulations that permit alternative treatment of taxable items. Specific functions commonly include maintenance of tax records, liaison and negotiation with tax authorities, preparation of special reports concerning the consequences of programs or projects, and assistance in establishing depreciation rates and planning inventory levels in relation to tax matters.

Top Financial Planning Executive

The executive immediately responsible for evaluating and making recommendations concerning short- and long-term financial plans and policies of the company, and for advising on ways to improve the company's profitability. This executive is typically responsible for evaluating data, developing financial plans, and presenting solutions to the financial problems of the company. Specific functions may entail analysis of proposed plans—including distribution, products, programs, investments, and leases—to determine costs and profits. Duties may also include performing special financial studies to present to management in conjunction with proposed plans.

Top Systems and Data Processing Executive

The executive responsible for supervising the organization's EDP systems and programming activities—designing systems, programming, and operating computer equipment. Specific functions usually include planning, coordinating, and supervising feasibility studies for EDP applications; designing and implementing appropriate EDP systems; developing long- and short-range plans and schedules for the acquisition and installation of equipment; planning and coordinating feasibility studies, including the economic evaluation of proposed and existing EDP equipment; supervising the establishment of programming standards and methods throughout the company; and directing the operation of computers and peripheral equipment to ensure low-cost operation and effective utilization of personnel and equipment.

Top Budget Executive

The executive immediately responsible for developing and administering budgetary control systems; for preparing operation and capital budgets; and for monitoring, analyzing, and interpreting actual budgetary performance results. Duties usually involve preparation of basic forecasts and other budgeting guidelines, participation in the development of income projections, and assistance to departments in planning expenses. This executive may also prepare various control and statistical reports to provide a basis for management planning, operating controls, and performance appraisal.

Top Internal Audit Executive

The executive responsible for independent appraisal, measurement, and evaluation of accounting, fiscal, and managerial controls, as well as for compliance with corporate policies. Duties typically involve recommending auditing methods, directing reviews of accounting procedures, confirming accounts, verifying units, investigating irregularities and errors, and advising on opportunities for improvement in the control system. This executive may also examine tax returns and supervise the compliance of company accounting with government regulations concerning government contracts.

Top Credit and Collection Executive

The executive immediately responsible for recommending credit policies and establishing procedures to appraise credit risks, identify past-due accounts, and collect funds due to the company. Specific functions usually include determining the amount of credit to be extended, recommending the working capital required to support accounts receivable, supervising adjustments in customer claims; and within policy limits, settling accounts on the company's behalf. This executive may also participate in investment review, in special studies of economic conditions in particular industries, and in training salespeople in company credit policies and practices.

Corporate Risk Management Executive

The executive directly responsible for developing and administering the organization's risk management and loss prevention programs. Specific functions usually include determining all casual risks of loss to which the company's assets are exposed and analyzing such risks for the purpose of eliminating or minimizing them; negotiating all company insurance programs; negotiating with insurers and company personnel concerning adjustments of all insured and uninsured losses; administering the underwriting functions of self-insurance programs; and coordinating commercial insurance and self-insurance programs.

Cash Management Executive

The executive responsible for cash balances, day-to-day relationships with banks, and supervision of cashiering activities—together with such related activities as loans, short-term investments, capital stock matters, and disbursements. Typical duties include allocating cash balances; representing the firm in day-to-day relations with banks and financial institutions; preparing cash forecasts, budgets, and short-term requirements; administering short-term loans; and supervising payroll activities.

Appendix II

Specific Industry Classifications

The study examines base salary and bonus levels for 25 specific industries. These industries are defined as follows:

Banking (Commercial)

Includes commercial banks, stock savings banks, and trust companies. Does not include mutual savings banks and other credit agencies. Standard Industrial Classification Codes (*): 6000-6028.

Banking (Thrift Institutions)

Includes mutual savings banks and credit agencies, such as savings and loan associations, personal and business credit institutions, and mortgage bankers and brokers. Standard Industrial Classification Codes: 6032-6199.

Basic Materials

Companies engaged in the manufacture or production of lumber and wood products; rubber and plastic products; stone, glass, and clay products; and furniture and furniture fixtures. Does not include metal mining. Standard Industrial Classification Codes: 2400-2599, 3000-3099, 3200-3299.

Business Services

Includes companies rendering services such as advertising, management consulting, and commercial research; and services rendered by engineers, architects, accountants, and writers. Also includes hotels. Standard Industrial Classification Codes: 6400-6499, 7000-7399, 8900-8999.

Chemicals

Companies engaged in the processing of chemicals and chemical products. Standard Industrial Classification Codes: 2800-2899.

Communications

Includes companies furnishing point-to-point communication services, whether by wire or radio, and whether intended to be re-

(*) Standard Industrial Classification Codes provide a means of classifying companies into industry groupings. They are standardized four-digit codes prepared by the Technical Committee on Industrial Classification of the Bureau of the Budget, Executive Office of the President.

ceived aurally or visually. Standard Industrial Classification Codes: 4800-4899.

Construction and Contracting

Includes all companies generally contracting for heavy construction: building, highway, bridge, tunnel, sewer, pipeline, power line, plumbing, electrical, carpentry, etc.; and other miscellaneous trade classifications, such as glazing, roofing, sheetmetal work, etc. Standard Industrial Classification Codes: 1500-1799.

Electrical Machinery

Companies engaged in the manufacture of electrical machinery, equipment, and supplies. Standard Industrial Classification Codes: 3600-3699.

Fabricated Metal Products

Companies engaged in fabricating ferrous and nonferrous metal products, such as metal cans, tinware, hand tools, general hardware, fabricated structural metal products, etc. Does not include manufacturers of ordnance, machinery, or transportation equipment. Standard Industrial Classification Codes: 3400-3499.

Food Products and Tobacco

Companies engaged in the preparation of meat products, bakery products, beverages, confectionery and related products, grain mill products, and other food products. Also includes tobacco manufacturers. Standard Industrial Classification Codes: 2000-2199.

Instruments

Companies engaged in the manufacture of scientific and control instruments, photographic and optical goods, and watches and clocks. Standard Industrial Classification Codes: 3800-3899.

Insurance (Life)

Companies engaged in underwriting life, accident, and health insurance. Standard Industrial Classification Codes: 6300-6324.

Insurance (Property and Casualty)

Companies engaged in underwriting fire, marine, casualty, and financial responsibility insurance. Standard Industrial Classification Codes: 6331-6399, 6600-6699.

Machinery

Companies engaged in the manufacture of heavy machinery, such as steam engines, farm machinery and equipment, construction machinery, elevators, machine tools, textile machinery, etc. Does not include transportation equipment. Standard Industrial Classification Codes: 3500-3599.

Mining and Energy Extraction

Companies engaged in the mining of metal, coal, and other minerals. Also includes related mining and energy extractive services. Standard Industrial Classification Codes: 1000-1499.

Paper Products

Companies engaged in the manufacture of pulp, paper and paperboard, and converted products such as coated paper, paper bags, paper boxes, and envelopes. Does not include abrasive, carbon, or photosensitized paper products. Standard Industrial Classification Codes: 2600-2699.

Petroleum

Companies engaged in petroleum refining and pipeline transportation. Standard Industrial Classification Codes: 2900-2999.

Primary Metals

Companies engaged in metals processing such as smelting, refining, rolling, drawing, extruding, forging, casting, and blast furnace and foundry operations. Standard Industrial Classification Codes: 3300-3399.

Publishing

Companies engaged in the printing and publishing of books, periodicals, and newspapers or in commercial printing, engraving, typesetting, photoengraving, electrotyping, book binding, greeting card and business form publishing, etc. Standard Industrial Classification Codes: 2700-2799.

Retail Sales

Retail outlets marketing general merchandise, food products, automobiles, apparel, furniture, and home furnishings. Also includes restaurants. Standard Industrial Classification Codes: 5200-5999.

Textiles and Apparel

Companies engaged in basic textile production (yarn production, dyeing, and cloth printing) and manufacture of apparel and other products using basic textiles as raw material. Also includes footwear manufacturers. Standard Industrial Classification Codes: 2200-2399, 3100-3199.

Transportation

Railroads, motor, air, and water transportation companies, and motor freight transportation companies. Standard Industrial Classification Codes: 4000-4799.

Transportation Equipment

Companies engaged in manufacturing equipment for transportation of passengers and cargo by land, air, and water. Includes the manufacturers of motor vehicles, aircraft, boats, and railroad equipment. Standard Industrial Classification Codes: 3700-3799.

Utilities

Companies engaged in distribution of electricity, gas, and water; and manufacturers of sewage and irrigation systems. Standard Industrial Classification Codes: 4900-4999.

Wholesale Trade

Companies engaged as jobbers, distributors, or wholesalers of a variety of products. Standard Industrial Classification Codes: 5000-5199.

Arthur Young's Services in Compensation Consulting

Arthur Young offers a broad spectrum of compensation consulting services designed to meet the needs of any organization. We have considerable experience and an established reputation in the areas of compensation planning and analysis, as well as in plan design and implementation. Our activities range from working with compensation and human resources professionals to counseling senior corporate managements on issues requiring Board of Directors' approval. Our clients include major U.S. corporations, as well as medium and small companies in the manufacturing and service industries.

Importantly, our senior consultants have technical expertise in organization analysis which, we believe, is essential to effective compensation consulting. In addition, Arthur Young's tax and accounting specialists are available to review any compensation recommendations which might have tax and accounting ramifications for the organization, as well as tax implications for the individual.

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